

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Monday April 18 1988



Black Monday:
six months
after, Page 38

No. 30,516

World News Business Summary

Hostage plea for release of Kuwait prisoners

A HOSTAGE aboard the hijacked Kuwaiti aircraft, now in Algeria, made an appeal from the aircraft yesterday for the hijackers' demands to be met. "Or the picture for all of us will be black..."

28 killed in Punjab

Twenty eight people, including 18 Sikh terrorists, were killed in the troubled northern Indian state of Punjab over the weekend, bringing the death toll so far this year to more than 350. Page 4

Massacre in Kenya

Raiders killed 192 villagers and injured 50 others in raids on 30 nomadic camps in the remote Turkana district, Kenya newspapers reported. Police killed 40 raiders with the rest escaping over the Sudan border.

Poles defy ban

As many as 10,000 Poles marched under opposition banners through the site of Warsaw's former Jewish ghetto in a prescribed commemoration of the 1943 ghetto uprising. Page 3

Blow to Prescott

Leaders of the TGWU and GMB unions yesterday asked Mr John Prescott to withdraw from the deputy leadership race of the UK Labour Party, placing considerable pressure on Mr Prescott to end his challenge to Mr Roy Hatley.

Palestinians jailed

An Israeli court sentenced to life imprisonment three members of the Popular Front for the Liberation of Palestine for killing an Israeli civilian in Jerusalem's old city last October.

Heysel trial to open

The trial in Belgium of 26 British soccer fans and three Belgian officials, charged after the Heysel stadium deaths in 1985, opens today but is expected to be adjourned.

French jail riot

Some 250 prisoners at a jail in Mulhouse, eastern France, eventually surrendered after a 16-hour strike which left 10 injured and most of the buildings destroyed. The prisoners, who took a nun and a warden hostage, demanded better living conditions.

Soviet fishers die

At least five Soviet fishermen from the Baltic republic of Latvia fell through ice while fishing. The journal Sovetskaya Latvya reports that 1,000 fishermen were stranded on ice flows on Lake Chudskoye after ignoring their warnings.

Prisoners on run

Five prisoners were still on the run from Cort jail after the first 24-hour nationwide strike by Irish Republican prison officers. Three other escaped prisoners were recaptured.

Marathon winner

Henrik Jorgensen of Denmark won the eighth London Marathon. He was first out of a world record of 22,350 registered runners in a time of 2hrs 10mins 20secs.

Rome airport strike

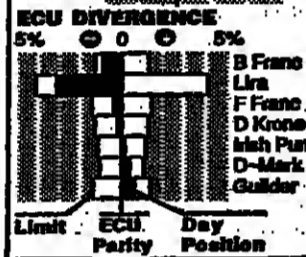
Air traffic over much of southern Italy was halted by a 12-hour air traffic controllers strike at Rome's Fiumicino and Ciampino airports. The dispute was over staffing levels.

EC plans to harmonise VAT duties under fire

THE EUROPEAN Commission's plans to harmonise value-added tax rates and excise duties are criticised in a new report to be presented in Luxembourg today to finance and economic ministers of the 12 member nations.

European Monetary System: Attention was on the dollar for much of last week, and this tended to keep the EMS quiet. The Group of Seven meeting in Washington produced no surprises, but the widening of the February US trade deficit was a shock. The main beneficiary of the dollar's fall on the trade news was sterling, and this helped to limit any upward pressure on the D-Mark.

The French franc appears to be vulnerable in the run up to the French presidential elections, and also suffered last week from disappointing French trade figures. The Bank of France intervened from time to time to buy the franc against the D-Mark, but appeared to have no problem in the February US trade deficit was a shock.



The chart shows the two components of the European Monetary System's exchange rates. The upper grid, based on the neutral currency in the system, defines the cross-rates from which no currency (except the lira) may move by more than 2% per cent. The lower grid shows the currency's divergence from the "central rate" against the European Currency Unit (ECU), itself derived from a basket of European currencies.

BEKAERT, internationally diversified Belgian steel wire maker, announced a 23.6 per cent decline in net profit after a BFr1,620,000 (£4.1m) extraordinary charge for the costs of cutting its domestic workforce. Page 23

NATIONAL SAVINGS made a contribution to UK government funding of only £2.08bn in the financial year which ended on March 31, the lowest figure for more than a decade. Page 11

JACOBS SUCHARD, Swiss coffee and confectionery group, which last week snapped up 25.7m shares in Rowntree, the UK sweets manufacturer, has written to the British company, suggesting a meeting. Page 24

KOPPERS, Pittsburgh-based building materials and chemicals company which is fighting an unwanted \$1.7bn bid from British building group Beazer, has won a further court injunction against its aggressor. Page 24

WEST GERMAN companies which have not accepted agreed insider trading rules will be singled out in the daily official record of the country's eight stock exchanges from the beginning of next month. Page 21

CIBA-GEIGY, Swiss chemical and pharmaceutical group, wants to tighten its statutory restrictions on the registration of registered shares. Page 21

NOVA CORPORATION, Calgary energy group, has won another step in the fight to gain control of Polysar Energy and Chemical Corp. Polysar shareholders defeated a management proposal to issue 4.6m common shares in exchange for a 1988 convertible preferred issue. Page 23



Roberto Ruffilli: political aide

Italy fears return of political assassinations

BY ALAN FRIEDMAN IN MILAN

THE MURDER at the weekend of Italian Senator Roberto Ruffilli, a 51-year-old Christian Democrat, has raised fears of a renewed targeting of political figures by Italy's Red Brigades terror organisation which admitted the killing.

Mr Ruffilli was one of Prime Minister Ciriaco De Mita's closest aides on the delicate matter of institutional reform, which is contained in the speech that Mr De Mita is to make tomorrow before parliament. "It feels as though we have returned in the days of Moro."

Mr Ruffilli, who on Saturday afternoon was shot in the back of the neck in the living-room of his home in Forli, near Bologna, is replete with political symbolism. The former university professor, a leading Catholic intellectual, had only a day before written the key passage concerning the reform of Italy's political institutions, which is contained in the speech that Mr De Mita is to make tomorrow before parliament.

Mr De Mita, who on Saturday night raced to Forli, said: "The warning from the terrorists could not have been clearer: it was just as clear as the killing of Aldo Moro, when the Red Brigades struck at a turning-point in Italian politics."

Mitterrand breathes new life into tired campaign

By Ian Davidson in Paris

A SUDDEN drop in the standing of President Francois Mitterrand in one of France's manifold opinion polls last week sent a frisson of fear through his Socialist Party supporters that the campaign might after all be in real danger of slipping from their fingers, by inadvertence or sheer lack of energy.

At the same time, Mr Jacques Chirac, the Prime Minister - and the President's chief right-wing challenger - began to step up personal attacks on Mr Mitterrand, insisting in particular that at 71 he is too old for the job.

Mr Chirac charged that Mr Mitterrand would not have the "physical force" required for conducting international negotiations.

Mr Mitterrand responded to the anxieties of his friends and the accusations of his chief rival, with a day of campaigning which would have exhausted many a younger man and which was all the more impressive in that Mr Mitterrand appeared to enjoy himself and inspire his audiences more and more as the day went on.

The culmination was a speech near Lyon, lasting over 100 minutes, which the rapturous crowd, estimated at around 20,000, greeted with a rapturous and with a longer and more impassioned speech which elicited cheers from the audience and the crowd outside.

Long a socialist fielder, Marseilles is now challenged by the problems of immigration and the rise of the National Front.

Surprisingly, Mr Mitterrand did not refer to the immigrant question specifically, nor did he repeat socialist charges that Mr Chirac was in tacit collusion with the National Front.

Mr Mitterrand's first words were: "I believe in France. All is possible if one wants it. Do you want it?" "Yes," came the answering roar. "For the second round as well?" "Yes!"

If his supporters were afraid that the campaign might go by default, here at last was a Francois Mitterrand in fighting form with all the forceful oratory for which he is famous, and with a large and passionate crowd urging him on to victory.

At last the French Presidential election campaign seemed to be coming alive.

Israeli clampdown on West Bank as Tunis killing prompts riots

BY TONY WALKER IN TUNIS AND ANDREW WHITLEY IN JERUSALEM

THE ISRAELI ARMY clamped exceptionally severe restrictions on movement within the occupied West Bank and Gaza Strip yesterday, after the worst single day of disturbances since the unrest began in early December.



Clampdown: An Israeli soldier arrests a Palestinian man during demonstrations on the West Bank at the weekend.

According to Palestinian sources, at least 15 people were killed on Saturday - seven in the Gaza Strip and eight in the West Bank - as demonstrators took to the streets in response to the machine-gun assassination in Tunis of Mr Khalil al-Wazir, the senior PLO leader better known as Abu Jihad. The operation is being widely presumed to be the work of Israeli commandos, although the Israeli authorities have refused to comment on such allegations.

Saturday's death toll was twice as high as that on any previous day, raising the overall figure since the uprising began on December 9 in 156 at a conservative estimate. It belied the confidence being expressed by several generals last week that the uprising was on the wane, and dashed official hopes that the Moslem fasting month of Ramadan could mark its end.

Yesterday, the first day of

Ramadan, was marked by a general strike throughout the occupied territories. In Gaza, where several of Abu Jihad's relatives, including the noted lawyer, Mr Fayez Abu Rahma, still live, three days of mourning were declared.

In Tunis yesterday, an emotional Mr Yasser Arafat, chair-

De Benedetti to be tested by challenges in Italy

BY ALAN FRIEDMAN IN MILAN

MR CARLO De Benedetti, the Italian financier, faces two serious challenges in Italy which are both expected to lead in the next 10 days.

Howeover, Mr Leonardo Mondadori, who with 24.5 per cent holds a minority in a separate unit in the bank, but which he has no intention of selling. The Formenton claimed yesterday that Mr Mondadori had made a number of "false statements."

Under Bank of Italy guidelines neither the Agnelli nor De Benedetti groups may own more than a 10.5 per cent stake of a bank, but each side has got round this by holding only a 2 per cent interest and forming shareholder alliances.

Mexico reduces budget deficit

BY DAVID GARDNER IN MEXICO CITY

THE MEXICAN Government reduced its budget deficit in the first quarter of this year by the smallest equivalent of 15 percentage points of gross domestic product (GDP), senior finance officials say.

The full annual budget deficit in the first quarter was thus running at an annualised rate of 2.5-3 per cent of GDP. Last year's budget deficit was 17.4 per cent of GDP. Coupled with the latest round of public spending cuts, of which announced last week, it is intended to demonstrate that the government's shock plan, known as the Economic Solidarity Pact, is more than an elaborate strategy to rebuild support for the long-ruling Institutional Revolution-

ary Party (PRI) in presidential elections this July. The Solidarity Pact aims to balance the budget net of the purely inflation-caused portion of the interest bill.

The best office space in the City?

ONE BROADGATE LONDON EC2

36,250 SQ. FT. available now as a whole or in part. Fully fitted prime City offices on lease for 5 years, or longer.

Blackwell House Guildhall Yard London EC2V 5AB 01-726 2711

BAKER HARRIS SAUNDERS

CONTENTS	
Overseas 2-5	Editorial comment 15
Companies 21-23	Europewide 21-23
Britain 11-14	Int. Capital Markets 21-23
Companies 24	Letters 19
	Law 20
	Management 19
	Observer 19
	Stock markets - Buenos Aires 21-24
	London 21-24
	UK firms 22
Arts - Reviews 16	Unit Traders 25-31
World Guide 16	US bonds 22
Crossword 26	Weather 15
Crucifixes 26	

THE MONDAY PAGE INTERVIEW

Carla Rapoport talks to Shoichiro Toyoda, head of Japan's largest car company, Page 17

Africa: Energy and inertia at the bank 5

Management: Daimler-Benz opens the diversification channel 10

UK: Where naivety is still in fashion 17

UK: Interpreting insider dealing 17

Editorial Comment: The writing UK poll tax; Denmark's threat to Nato 18

Law: Out of danger, but still critical 20

Italy: Survey Section III

THE MIDDLE EAST

Andrew Gowers examines the context and likely consequences of the assassination of Abu Jihad

Murder underlines vulnerability and diffuseness

THE MURDER in Tunis at the weekend of Khalil al-Wazir, alias Abu Jihad, military commander of the Palestine Liberation Organisation and its effective number two, poses a difficult dilemma for the PLO leaders.

bordering Israel since its expulsion from Jordan in 1971 after a bloody civil war, and the depletion of its fighters in Lebanon following the 1982 Israeli invasion.



distracting attention from the Palestinian uprising, which has done much to focus Western and Arab concern on their cause in the last four months.

to use the Palestinian uprising in the West Bank and Gaza to enhance its credibility. The uprising has provided the greatest turning point in the organisation's political fortunes.

of the assassination are likely to be a further closing of Palestinian ranks, an acceleration in the tempo of disturbances in the West Bank and Gaza and increased efforts by Arab leaders to show that they are paying more than lip service to Mr Arafat's cause.

Killing of Arafat aide robs PLO of military mastermind

BY TONY WALKER IN TUNIS

WHEN Khalil al-Wazir was gunned down in the early hours of Saturday at his home in Tunis it marked yet another stage in an unrelenting underground conflict between leaders of the main Palestinian Liberation Organisation and elements hostile to it, including the Israelis.

A moderate in PLO terms, Wazir managed, nevertheless, to preserve good relations with most elements of the unruly organisation, including the more militant factions such as the Popular Front for the Liberation of Palestine (PFLP) led by Dr George Habash.

Radicals impatient with PLO

BY ANDREW WHITLEY IN JERUSALEM

TWO RED, white, green and black Palestinian flags - strictly banned by Israel - were flying from a telephone line outside a health clinic in Gaza's Bureij refugee camp one day last week.

many of the PLO's top leadership. But attitudes towards the PLO are more ambivalent these days in the Gaza Strip than they are in the West Bank, where the organisation commands greater respect.

the occupied territories' residents favour a future government based either entirely on Islam, or else one in which the Islamic and secular nationalist forces are represented in equal proportion.

Israel takes an eye for an eye and its citizens celebrate

BY RICHARD JOHNS

Israel's RELENTLESS pursuit of the leaders of Al Fatah, the mainstream and predominant group in the Palestine Liberation Organisation, and of other hard-line factions outside that fold, has been motivated by the twin objectives of tooth-for-a-tooth, eye-for-an-eye revenge and prevention of terrorism.

Beirut nearly 15 years ago - an operation very similar to the assassination of Abu Jihad, which involved prior placement of agents with false passports and infiltration from the sea by elite forces into an easily-penetrated country.



Yasser Arafat, left, with his trusted deputy Wazir

It may well have been retaliation for the bloody hijacking last month by Palestinian guerrillas of a civilian bus in Israel's southern Negev desert, in which three Israelis died, that Wazir was eliminated. He had indicated that the attack on the bus near Israel's Dimona nuclear facility was a Fatah operation.

Advertisement for Mandarin Oriental Bangkok, featuring a large image of the hotel and text describing its history and amenities.

Jubilant Israeli citizens were unabashed in hailing the killing as a superb Mossad operation. It had fulfilled an objective of the campaign of assassination, not least because Abu Jihad was assumed to have been orchestrating the uprising in the Israeli-occupied territories and to have been responsible for the attack by infiltrators against a bus near Beersheba, in which three Israelis were killed last month.

Raid confirms Tunisians' worst fears

BY FRANCIS GHILES IN ALGIERS

TWICE in two years, bold attempts have been made to murder Palestine Liberation Organisation leaders based in Tunis.

Since taking office, the new Head of State and his Minister of Foreign Affairs, Mr Mahmoud Mestiri, have concentrated their efforts on establishing better relations with Tunisia's southern neighbour, Libya.

Like much of Tunisia's ruling class, he appears to share the view of the former Head of State, Mr Bourguiba, that the Arab world could not hope to undo what the UN had done - in other words, Israel was there to stay, and the Palestinians should talk to the Israelis directly.

Advertisement for Seattle car rental, offering a car for £440 return from London Gatwick, with details on terms and conditions.

FINANCIAL TIMES Published by the Financial Times Group Limited, 100 Brook Street, London W1A 2JX.

OVERSEAS NEWS

Iraq claims victory in battle for part of Faw peninsula

BY OUR MIDDLE EAST STAFF

IRAQ claimed yesterday that its forces had retaken part of the Faw peninsula at the head of the Gulf after storming Iranian defences. A High Command communiqué issued in Baghdad said announced: "The Presidential Guards units stormed enemy defences and fully destroyed its troops." The offensive code-named Ramadan Mubarak began early yesterday morning and mainly involved the Presidential Guards and the Seventh Army Corps backed by some other units, according to the communiqué. It said that thousands of Iranian troops were killed or wounded while a large number were captured and only a few managed to flee. Baghdad Radio started early transmissions and interrupted programmes to broadcast communications about the offensive, which coincided with the start of the month-long Islamic holy fast. Iran captured the southern part of the Faw peninsula in early 1986. Iraq also said that it had fired six missiles at Tehran simultaneously at 11.30 am local time, bringing to 174 the total launched against Iran since the current "war of the cities" began at the end of February. There was no Iranian comment about fighting on the Faw pen-

insula, but in Tehran leaders of the Supreme Assembly of Islamic Revolution in Iraq said that a division made up of Iraqi exiles had reached the eastern and southern banks of Darbandikhan Lake and were only 6km from the dam and hydroelectric power station which supplies Baghdad with much of its electricity. Sheikh Abu Ali al Mowla, chief of the assembly's military wing, said that capture of the generating plant would involve a "major breakthrough in our war with Iran". Led by Shia clergy, the assembly recruits fighters from the estimate 500,000 Iraqi exiles in Iran. Sheikh Mowla said that the division was deployed at several points along the front and was active behind Iraq lines. One third of its fighters were Kurds, he added. "Iran said yesterday that it would 'respond with the utmost force' against any US military retaliation against the underwater explosion last Thursday believed to have been a recently laid mine - that damaged the guided missile frigate USS Samuel B. Roberts in the Gulf. On Friday President Ronald Reagan discussed with senior advisers possible military options. The Washington Post said one was a retaliatory strike against a number of possible targets.

Poles defy ban to mark anniversary of Ghetto

By Christopher Bobinski in Warsaw

SEVERAL thousand people yesterday marched at ceremonies to mark the 45th anniversary of the Warsaw Ghetto uprising in the Polish capital, ignoring police warnings that the march was illegal. The events came two days before the official ceremonies, which this year will be attended by a record 2,000 visitors from Israel, underscoring an improving relationship between Israel and Poland. Visitors will include Mr Yitzhak Navon, the country's deputy premier, and Mr Abram Shanon, Education Minister. Opposition leaders and their supporters gathered under the black marble monument to the rising to pray and hear a tribute and plea from Mr Lech Walesa, the Solidarity leader, that "the painful signs of anti-Semitism" in Poland "be forgiven". A procession including Mr Mark Edelman, a surviving leader of the uprising, later moved unhindered by police to the place from which more than 350,000 Jews transported to the Treblinka death camp. Many carried opposition banners. Similar crowds attended a ceremony at Warsaw's Jewish cemetery commemorating pre-war Socialist International leaders.

Victor Mallet in Lusaka examines President Kaunda's move to revoke trading licences

Pushing Asians to end of the queue

S.J. PATEL'S supermarket in Chachacha Road, Lusaka has disappeared, hastily transformed by sign painters into a Zambian state-owned store. In the next street, Freedom Way, paramilitary forces are guarding other Indian shops shut down in recent weeks by presidential decree. The same picture is repeated all over the country. For thousands of Asian businessmen in Zambia, President Kenneth Kaunda's decision since February to use emergency powers and revoke more than 180 trading licences - mostly those of Indians - snacks of Idi Amin's persecution of Ugandan Asians. The authorities have confiscated dozens of Zambian and British passports from Asians, taken away cash and goods, and threatened to deport those who have lost their licences. So far 36 of the businesses closed have been listed for summary nationalisation. About 4,000 Asians in Zambia are thought to have British passports, although most of them do not have the automatic right to live in the United Kingdom. Many have already contacted the British High Commission in Lusaka to enquire about moving to Britain. A typical leading businessman with plans to emigrate was pessimistic about the possibility of any further investment by Indians in their Zambian enterprises. "The whole Asian community is really jittery right now," he said. "Even if they gave back the shops tomorrow, people would still be living from day to day." In the diplomatic community and among other expatriates in Zambia, President Kaunda's decree has been seen as a characteristic case of the Zambian Government failing to look before it leaps into a decision on economic policy. After riots in December 1985 over the price and availability of the staple food, maize meal, the authorities nationalised private maize milling companies. Subsequently Zambia threw out the International Monetary Fund and spurned the advice of other donors. Now Indians traders are being forced out of business, the authorities nationalised private maize milling companies. Zambia seems finally to have run out of scapegoats at a critical time. The queues outside the shops for basic foods such as maize meal, bread, sugar and cooking oil are longer and more desperate than at any time in the past five years. The government's justification for the crackdown on businessmen was that they were involved in economic sabotage and in the black market. Precious little evidence has been offered to support these allegations, even if everyone knows they contain an element of truth. Certainly the move against Asians was popular with poorer Zambians in an election year. Many observers regard Asian banking as a traditional electoral ploy of African leaders - although

hardly necessary in a one-party state such as Zambia where the nature of the elected government and the name of the president are foreign conclusions. The Times of Zambia newspaper, owned by the ruling United National Independence Party (Uimp), summed up the popular mood about Asians: "Most of them had it coming," it said in a blunt editorial. President Kaunda, on the other hand, took pains to deny racial motives. "It was not racial at all," he said. "Licences were withdrawn from people who are white, brown, yellow and black, with a flat nose like mine." Whatever the motives (some blame the crackdown on influential Zambian individuals who covet particular shops, others attribute it to Uimp's long-standing suspicion of private enterprise) the recent closures have done nothing to alleviate the infamous queues. Queues has recently become a sensitive political issue and a national pastime which rivals funeral-going as a reason to take time off work. To add to the long-standing problems of shortages and smuggling of subsidised food to neighbouring countries, inefficient state companies with city-centre stores seem to have been favoured with supplies at the expense of more accessible private traders in residential areas. At least three deaths have been linked by the Zambian press to the queuing, and angry scenes outside shops have become common in many parts of the country, particularly the copperbelt region in the north. In March a 24-year-old housewife was killed in Ndola during a stampede for sugar and cooking oil. She was shot by a policeman, apparently when his gun went off by accident. More recently teargas is said to have been used on shoppers in Luanshya town centre, and in Chingola a woman and baby in a sugar queue were crushed to death by a delivery truck. Four hundred women were reported to have staged a protest march after the incident. Dr Kaunda must feel uncertain about the future after 24 peaceful years at the helm since independence from Britain. Security is suddenly being stepped up around his Lusaka residence. Zambia at least retains a robust tradition of freedom of speech, even within Uimp. One backbench member of parliament recently suggested that the constitution should be amended to restrict presidents to only two five-year terms. Another MP, Mr Palakasa Chitwaya from the copperbelt town of Chibulambwe, spoke of the gathering clouds of a far-reaching disaster. "If the country continues to decline at its present alarming rate, social unrest may get worse and the government may react by adopting more repressive measures in an effort to contain it."

Taiwan lifts ban over postal link with China

By Bob King in Taipei THE TAIWAN government has lifted a 39 year ban on postal communications with China. From today Taiwan residents can send letters and photos to China inside a second envelope to a post-office box in Taipei. Postal authorities there will in turn send them on to the Red Cross in Hong Kong, who will then forward the mail through regular channels to China. Correspondents may not, however, enclose cheques, cash, or money orders. The envelopes bound for China must also bear the return address of the Hong Kong Red Cross rather than a Taiwan address, and must have \$10 worth of postage attached to cover the Hong Kong-to-China routing. The move marks yet another liberalisation of Taiwan's policies toward China that began last autumn with permission for old "mainlanders" to visit relatives in China, and has continued unabated with recent gestures, such as approval of indirect trade links between the two sides and calls from Taiwan for lessened tensions across the Taiwan Straits.

No Hawaii aloah for Japan's 'speculators'

THE JAPANESE are buying big chunks of Hawaii, and the locals are not happy. "I don't want to see Honolulu become a suburb of Tokyo," says Mr Frank Fasi, the mayor of Honolulu, Hawaii's largest city. The Japanese have long lusted after Hawaii, America's idyllic Pacific island state. Now they no longer have to yearn. Sky-high land prices in Japan and the strength of the yen have combined to make Hawaii a bargain buy for rich Japanese. "What we have here are getting speculators who have been hampered by recent regulations in Japan (to reduce land price speculation.) So, now they are moving to greener fields and Hawaii is their number one plum," says Mr Fasi, speaking from his Honolulu office. In 1987, he says, nearly half of the condominiums sold in the prime Waikiki area of Honolulu were bought by Japanese. Total investment in Hawaiian property last year is estimated at \$7.2bn, more than Japanese investment in either New York or California. Mr Fasi is campaigning aggressively for a proposed state law which would ban all foreign purchases of residential and agricultural property and land in the island state. If it is not passed, he says, property taxes, but not house prices in Hawaii will go through the roof. Prices in some areas, such as the Black Point beachfront area on the island of Oahu, have doubled in the last year. Agricultural land on the island has shot up from \$25,000 an acre to as much as \$45,000 an acre. "We welcome the businessman from Japan. It's the damn speculator I want to get rid of. We've told them, hey, if you want to invest, improve the economy, great. But this speculation is

hurting people. Don't mess with our real estate and homes," he says. Mr Genshiro Kawamoto, president of a Tokyo-based property company and one of the wealthiest men in Japan is one of the alleged speculators. Last week Mr Kawamoto closed a \$48m deal on a lavish villa in Oahu. It was the highest price ever paid for a residential property in the island's history. But this purchase has not made a dent in his appetite or his bank book. In the last six months, he has bought 160 condominiums and houses in Hawaii alone. Speaking from Honolulu, Mr Kawamoto vigorously denied his critics' allegations. He is not hurting the local people, he said. In most cases, he leases back the homes to their former owners at a rent which is below the interest they earn on the purchase price. Even so, he says he has temporarily halted his shopping spree because of the row over Japanese investment. "I initially planned to buy 1000 condos, but because of this argument, I stopped it. But if people say, please buy my property, I will start again," he says. He claims that Mr Fasi is using the issue to bolster his political fortunes. He also says that if the government and Hawaii's wealthier residents would release some of their excessive land holdings, property prices would ease. From the mayor's office, this argument cuts no ice. "I maintain the average family in Tokyo would agree with me. They can't afford to buy a place in Japan. I don't want that to happen here."

Carla Rapoport reports from Tokyo

Advertisement for Hays Distribution Services, Hays Chemicals Services, Hays Commercial Services, Hays Personnel Services, Hays Marine Services, and Hays Technology Systems. Each service is represented by a large, dark, textured circular graphic.

It's always made sound business sense not to stake everything on a single venture. That's how Hays plc has grown to become one of the largest business services and distribution groups in the UK. Included among its customers are giants like Tesco, ICI, Shell,

Hays
THE COMPANY OF GREAT COMPANIES

Ford and The Stock Exchange. For more information about the companies above, or any of the range of Hays companies, please write to Andrew Morison, Hays plc, Hays House, Millmead, Guildford, Surrey, GU2 5HL. Or telephone him on (0485) 302205.

Advertisement for VOICELOG. Includes an illustration of two people talking on a phone. Text: "The spoken word's most reliable witness. The financial implications of just one phone call can be critical in today's business world. That's why so many companies have already installed voice logging equipment. Voice logging is today's most accurate record of who said what and when. And Voicelog is today's most reliable voice logging range. Voicelog can enhance your productivity by providing the ultimate record of all spoken communications. For the proof, talk to Arthur Eastman on (01) 785 3088 or write to the address below."

VOICELOG FROM CELLOG
General Buildings, 77/83 Upper Richmond Road, London SW15 2TD.
Tel: (01) 785 3088. Fax: (01) 785 2121. Telex: 28219 Callog G.
A Member Of The Microsystems Group Plc.

Hays Distribution Services Ltd, Hays Contract Distribution Ltd, Interband Distribution, TCD Temperature Controlled Distribution, Hays Storage Services Ltd, Hays Cold Storage, Hays Distribution Consultants, Theale Commercial Services Ltd, Hays Marine Services Ltd, Bowker and King Ltd, Crescent Shipping Ltd, Crescent Shipyard Ltd, Trafco UK Ltd, Hays Commercial Services Ltd, Hays Business Services Ltd, Hays Business Services SA (Belgium), Britdoc Ltd, Data Express Ltd, Rentacrate Ltd, St Olaf Insurance Brokers Ltd, Spandoc S.A. (Spain), Interchange Ltd, (Hong Kong), Hays Personnel Services Ltd, Accountancy Personnel Ltd, Montrose Technical Staff Ltd, TAV Staff Agency Ltd, Accountancy Personnel Inc (USA), Accountancy Placements Pty Ltd (Australia), Hays Chemicals Ltd, International Additives Ltd, Blacksmith Chemical Services Ltd, Hays Technology Systems Ltd, TH Dixon & Co Ltd, Autofuels London Ltd, Magna-Graphics Corp. (USA), DMTM Inc. (USA).

OVERSEAS NEWS

Nicaraguan peace move stalled by Contra misgivings

BY CHARLES CASTALDI IN MANAGUA

A DELEGATION of 50 US-backed contra rebels arrived in Managua on Friday evening to begin a second round of high-level peace talks with the Nicaraguan government.

Some of the Contra leaders called their arrival in the capital "a political triumph" but their mood appeared sombre, reflecting a tangle of contradictions inside the contra organisation that have surfaced since they signed an accord with the Nicaraguan government three weeks ago.

Now that both sides are going to have to deal substantially if a permanent ceasefire is to be reached, the optimism of three weeks ago has vanished. The head of the government delegation, Gen Humberto Ortega, said that having the contras in Managua was "a bitter pill for the Nicaraguan people to have to swallow after all the blood that has been spilled."

The Sandinistas have also been publicly critical of the contras' repeated delays and late arrivals at a series of technical meetings over the last couple of weeks. These were to have established ceasefire zones before the start of the high-level meetings but no agreement was reached. The delays have been caused largely by differences within the contra ranks over how much to compromise with the Sandinistas. Many contra commanders seem convinced their delegation three weeks ago gave too much and accepted too few guarantees.

Then both sides had agreed to a 60-day ceasefire and had committed themselves to come to Managua to establish a permanent ceasefire. Now both sides are saying privately that a permanent ceasefire accord seems unlikely before the contras leave on Monday.

Argentina's unions win concessions

By Our Buenos Aires Correspondent

A NEW labour law with far-reaching concessions to Argentina's trade unions came into force last week at the height of the eleventh national strike against President Raul Alfonsin's Government.

Congress approved the law, a reform of existing legislation, last March but a reluctant president did not sign it until last Thursday - the last day on which he could have used his veto. The reform took effect during a 24-hour protest stoppage by Argentina's biggest labour organisation, the General Labour Confederation.

The law is a far cry from Mr Alfonsin's electoral promise in 1983 to impose democratic change on the autocratic labour leaders, who control the right wing of the opposition Peronist movement.

The Government is now under intense criticism from business leaders. The biggest employers group, the Argentine Industrial Union, has threatened a lock-out unless the law is changed.

As approved by Congress and signed by the president, the reformed labour law gives the unions full control over the considerable economic power of the obreros sociales (welfare funds). Estimated at \$1bn at least, these funds have long been seen as a source of union patronage and corruption, and were taken away from the labour leaders after the military coup of 1976.

For business, the most controversial reform stipulates employers cannot sack union officials without a court order. The Government tried to mollify its business critics by issuing a separate decree to water down the application of the new law.

Race issue mars New York primary

WHEN New York City's Democratic Mayor Ed Koch opened the state's New York Presidential primary election campaign two weeks ago by saying Jews "would have to be crazy" to vote for the Rev Jesse Jackson, his decision to inject racial antagonism into the election dismayed Democratic leaders struggling to unite their divided party.

Mayor Koch did not have to wait long to see the impact of his inflammatory remarks.

"For Ed Koch to declare himself King of the Jews is obscene," retorted Harlem's Congressman Charles Rangel, rallying to the support of the black Presidential candidate.

Since that first exchange, Mayor Koch has kept up his attack and the three remaining candidates for the Democratic party's presidential nomination, Mr Jackson, Governor Michael Dukakis of Massachusetts and Senator Al Gore of Tennessee, have avoided negative advertising and harsh attacks on each other.

But with the pivotal New York primary now only a day away, racial divisions, always a potent political force in New York's politics, are destined to play a key role again in the outcome of an election.

Fears continue that the election has only made it harder for the party to unite around its ultimate nominee, even though Mr Jackson, who is pressing Mr Dukakis hard in the battle for New York, was again this weekend adopting a non-confrontational stance.

Were Mr Dukakis to score another victory, many political analysts believe the fight for the Democrats' Presidential nomination would be all but over.

Only an egregious error could then deny him the nomination even if, as still seems likely, he would not finish the primary season having won an absolute majority of delegates to the party's nominating convention in July.

A victory for Mr Jackson would throw the Democratic Party back into the sort of confusion which erupted last month when he emerged as the victor in the Michigan caucuses.

The latest ABC News/Washington Post poll is not encouraging for Mr Dukakis. It suggests his once-comfortable lead over Mr Jackson has narrowed from around 43 to 37 per cent as backing for Mr Gore has risen from single figures to around 13 per cent.

Given both the antipathy shaped too by his embrace of FLO leader Mr Yasser Arafat, his sympathetic view of the Cuban leader Fidel Castro and his support for a Palestinian state. The violence in Israel between Jews and Arabs has also made New York's Jews more sensitive to Mr Jackson's candidacy.

So, too, has Mr Jackson's electoral success this year and the evidence that he is putting together in New York the black and Hispanic elements of his "Rainbow coalition". Blacks accounted for about 25 per cent of the primary electorate in 1984, and Mr Jackson will get

90 per cent of their votes, says one New York politician. He will also get 90 per cent of the 12-15 per cent of the Hispanic electorate expected to vote, he suggests.

If this is right, this foundation, coupled with the probable single-digit support he is likely to get among white voters, seems likely to give him a rock-solid base of around 57 per cent of the electorate compared with the 26 per cent he won in 1984.

It could be enough to win if the white and Jewish vote should be split between Mr Dukakis and Mr Gore, and Mr Gore were to get around 20 per cent of the vote overall.

Even before the New York campaign began in earnest, Mr Gore was working hard to ensure that the Jewish vote did split and to offset the advantage Mr Dukakis has in having a more liberal image in a state whose

electorate is very liberal by US standards.

He has been much more militant in his support for Israel, in particular on the issue of a Palestinian state. He also has a voting record in the Senate to back up his strong pro-Israel positions.

Mr Dukakis, a strong supporter of Israel, does not have such a record. In the eyes of some Jewish voters, he has also been ambiguous on the issue of a Palestinian state.

He has argued that the US should not try to dictate the outcome of negotiations between Arabs and Jews. On the other hand, some Jewish leaders are saying that a vote for Mr Gore could open the way for a Jackson victory.

The schism between Jews and blacks ahead of the election is clear cut and there is no sign that white non-Jewish voters will support Mr Jackson in large numbers.

Mr Gore, it seems, is likely to do quite well among white Jewish voters, but among the third of the electorate who are Catholics, the Senator's strategy for the earlier primary elections of himself as a conservative Democrat seems to have come back to haunt him in more liberal New York.

The problem for Mr Dukakis is that although the polls suggest he is the favourite among white voters, there is not much sign of enthusiasm for a candidate who seems to have failed to have made contact with many working class white voters and whose strategy of essentially protecting his lead tends to add to the image he has of being uncutting.

Hence the widespread view that the decisive factor in the election for Mr Dukakis could be whether enough supporters turn out to give him the victory the opinion polls suggest is within his grasp.

Given the antipathy towards Mr Jackson among Jews and the large Jewish population in New York which has traditionally voted Democrat, a primary election with unpleasant racial overtones was pre-ordained, Stewart Fleming writes

Death toll in Punjab rises by 28

By John Elliot in New Delhi

A TOTAL of 28 people, including 18 Sikh terrorists fighting for an independent Sikh state, were killed in the troubled northern Indian state of Punjab over the weekend, sending the death toll so far this year beyond 760.

India accuses Pakistan of helping to train and arm the Sikh terrorists, and Mr Rajiv Gandhi, India's prime minister, has stepped up his country's international diplomatic offensive against Pakistan during a visit to Japan and Vietnam.

Returning to New Delhi yesterday, he said he had stressed the "real gravity of the situation" by explaining "how Pakistan is helping terrorists and is also supporting the narcotics trade".

Operations by Indian security forces are being increased in the trouble area, especially along the Punjab border with Pakistan. Construction of a fence has been started by India in the state of Jammu and Kashmir, north of Punjab. The fence is to be built along about 200km of the Pakistan border most popular with smugglers and gun-runners.

The killing of 10 leading terrorists was a significant achievement for the largely demoralised security forces. Six of the terrorists died in an eight-hour battle when they were surrounded in a remote village by security forces, three of whom were killed.

There has been a sharp increase in the rate of killings since Mr Gandhi launched a peace initiative last month, when he released five militant high priests and 40 other activists from prison.

Despite the violence and continuing calls from many extremist leaders for an independent Sikh state of Khalistan, the government intends to allow the initiative more time - possibly several months - to develop.

Ministers hope that Jasbir Singh Kohli, one of the released priests, will unite militants who are prepared to abandon the claim for a Sikh state. They hope these militants will negotiate then with the government.

Reforms occupy Nationalist Chinese on Taiwan

BY BOB KING IN TAIPEI

FOR THE first time in almost four decades, members of Taiwan's ruling Nationalist Party have not been looking anxiously over their shoulders as China's Communist Party held its national congress.

In fact, the Nationalists' attitude toward the convocation in Peking has almost been one of indifference. Taipei has its mind for more on reforms and restructuring of its own.

From high-level Nationalist officials to the man on the street, the assumption is that the Communist Party of China is taking tentative but positive steps toward reform that, if carried through, can only bode well for Taiwan - and for China.

Taipei's Nationalists, in turn, have begun preparing for their own 13th national congress - a congress as important to Taiwan as the Peking congress is to China.

Mr Lee Teng-hui's ascendancy to the presidency last January and the speeding-up reforms that followed provoked questions that can only be answered by the national congress which begins on July 13.

For instance, while the party has said it will soon replace aging representatives of bodies such as parliament with more MPs elected from Taiwan, it has not said how many new seats will be available for the Taiwan-born, thus leaving the parliamentary balance of power in doubt.

Similarly, while the government has said it will review its policy toward contacts with China with an eye to further liberalisations - and indeed many analysts expect that the scope of contacts will be vastly widened - no-one is certain just how far the Government is prepared to go to get its nodding relations with the People's Republic on a more amicable level.

SHIPPING REPORT

Tanker market 'desultory'

BROKERS said business in the tanker market was "desultory" last week, except for the Middle East Gulf, where rates for very large and ultra large crude carriers firmed slightly, writes Kevin Brown.

Galbraith's, the London broker, said the reason appeared to be owners' reluctance to risk attack by Iranian or Iraqi forces, rather than a genuine improvement in demand.

E.A. Gibson Shipbrokers said a vessel of 345,000 tons had been fixed at Worldscale 30 for the US Gulf and a cargo of 262,000 tons to the same destination at Worldscale 30.

WORLD ECONOMIC INDICATORS FOREIGN EXCHANGE RESERVES (US\$bn)

	Feb '88	Jan '88	Dec '87	Feb '87
US	11,795	11,318	13,088	17,959
UK	36,125	36,396	38,536	25,802
W. Germany	67,640	70,848	72,893	56,488
Japan	78,261	77,217	75,657	46,963
Belgium	8,180	8,467	8,543	4,951
Netherlands	13,458	13,293	14,174	18,085
Italy	28,539	28,438	27,768	22,022
France	Jan '88 31,513	Dec '87 29,834	Nov '87 26,457	Jan '87 26,728

Source: IMF



Saved by Mercury Telex.

However you send telex - by dedicated telex terminal, message switching system, word processor or mainframe computer - you should consider switching to Mercury. You could save yourself as much as 10% on international calls.

You will receive itemised billing as standard. And, rather than continually re-trying international numbers when they're busy, we will store your messages for you and forward them as soon as possible, at no extra cost.

Connection is so simple that you could be using Mercury Telex Services in a matter of days.

All for just a minimal monthly fee. Find out more now. Just send us the coupon.

TELEPHONE 01-528 2888 NOW

Please send me details of the Mercury Telex Service

Name: _____

Company Name: _____

Address: _____

Postcode: _____

Telephone: _____

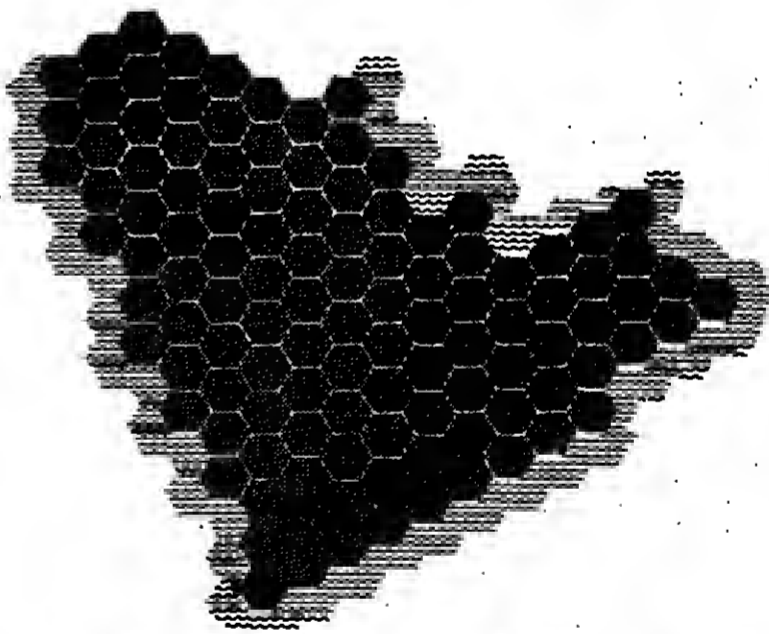
Mercury Telex Services
Mercury Communications Ltd
Mercury House

1 Brentside Executive Centre
Great West Road, Brentford
MIDDLESEX TW8 9DS.



Mercury Communications is a member of the Cable and Wireless Worldwide Communications Group

CATALYST FOR GROWTH



Gulf Investment Corporation was established by the six GCC states in 1984 to contribute to regional growth and development by creating and assisting opportunities for profitable investment.

An essential ingredient for success is stimulating the private sector in expanding the Gulf's manufacturing, agricultural and service industries. We fulfill our objectives by initiating sound and commercially viable opportunities, and by establishing and funding various industries jointly with local and other investors.

We also provide a wide range of investment and financial services. These include: portfolio management, investing in capital and money market instruments, foreign exchange and deposit activities. In addition, we provide loans and arrange bond and equity issues. We are active in providing financial advisory services.

The potential for growth and profits in the Gulf is immense. We are accelerating our efforts to tap these opportunities.

Gulf Investment Corporation is a source of expertise, resources and knowledge.



مؤسسة الخليج للاستثمار

GULF INVESTMENT CORPORATION

The new shape of investment in the Gulf

Mail: P.O. Box 3402, Safa 13075, Kuwait • Consult: Joint Banking Centre, Kuwait Real Estate Bank Building, Kuwait • Telephone: (965) 2431911 • Telex: (495) 44002/23146 GICORP K • Telefax: (965) 2448894 • Cable: GICORP

OVERSEAS NEWS

Sluggish 0.8% growth for Africa in 1987

AFRICA'S ECONOMY grew only sluggishly in 1987 while a growing debt continued to threaten development, according to leading financial institutions, Reuter reports from Abidjan.

"Economic performance has again been disappointing in 1987," the African Development Bank and the UN Economic Commission for Africa said.

The debt issue appears more and more critical for the development prospects of the region," the report said.

Oil-producing countries bore the brunt of a 1986 economic downturn but all the countries surveyed suffered last year. The oil states' economies grew by a mere 0.3 per cent in 1987 while those of the others expanded 1.6 per cent.

"The debt issue appears more and more critical for the development prospects of the region," the report said.

Oil-producing countries bore the brunt of a 1986 economic downturn but all the countries surveyed suffered last year. The oil states' economies grew by a mere 0.3 per cent in 1987 while those of the others expanded 1.6 per cent.

The year 1987 was particularly bad for African agriculture," the report said, blaming bad weather. Even so, the report said, 1987 was a good year for production of many industrial crops such as cotton, cocoa, tea, tobacco and coffee, although prices for some remained soft.

It envisaged a better year in 1988, if the weather improves and oil prices do not fall further, and predicted the continent's economy could grow about 2.7 per cent.

Nicholas Woodsworth assesses the ADB's aid for private business

African energy and inertia

BANKS ARE not often likened to fictional literary characters, and still less often to the most famous split personality of Victorian literature. However, according to some observers in the West African economic centre of Abidjan, what the African Development Bank is - a Dr Jekyll and Mr Hyde.

The view in Abidjan - capital of Ivory Coast as well as headquarters of the ADB - stems from a recognition that bank activity over the years has been influenced by two powerful and contending forces.

On one hand there is a strong element of dynamism in the bank - typified in the energetic leadership of the bank president Mr Babacar Ndiaye - which is responsible for innovative thinking, rapid action, and progress on Africa's economic challenges.

On the other there are inertia and reaction in the ADB administration which leave the bank vulnerable to bureaucratic sluggishness, to choices based on political rather than economic expedience, and to a blindness to viable solutions to pressing problems.

So these elements have led to positive achievement in economic development, and to some waste of money and time. The battle continues. Considering Africa's ever-deepening crisis and the ADB's role as the continent's predominant financial institution, it is one with high stakes.

There are signs, however, that the more dynamic elements in the ADB are currently in the ascendant. Mr Ndiaye's recent personal initiative in chairing the first ADB conference on the promotion of private enterprise in Africa is the most significant indication. It reflects a shift not only in ADB orientation but in the African economies the bank was created 25 years ago to serve.

The ADB's interest in actively supporting private, rather than public sector, enterprise is new. But it is not a 180-degree turn in the bank's philosophy. From the beginning our concern has been to stimulate development in the most efficient way. We are now simply adapting to Africa's changing economic realities."

So great were national development needs in the main era of African arrival at independence, and so undeveloped and under-capitalised was the indigenous private sector, that support of State enterprise was a rational - indeed the only - choice for the ADB. Such vital concerns as resource exploitation, mass employment, the supply of essential goods, and basic infrastructure development could not have been approached otherwise.

So the ADB - in which 50 African and 25 non-African governments have a total capital participation of \$20.8 bn - adopted the policy of granting project-targeted loans to State-owned national development banks.

ADB funds can be loaned, in theory, to private enterprise but borrowing states have shown themselves reluctant to guarantee loans on behalf of the private sector. The majority of ADB loans have gone to finance large national or parastatal projects, particularly in agriculture, public utilities and transport.

In recent years, however, the enormous problems engendered by public sector mismanagement of finances and resources have been responsible for a change in attitude towards the private sector. They are also partially responsible for the fact that 22 African governments have been forced to seek rescheduling agreements with the Paris Club of creditors, while 25 are undergoing programmes of structural

adjustment. "There is a basic shift of confidence away from the public sector. Only five years ago private enterprise for most African governments was still tainted by the excesses of colonialism. Today privatisation programmes are to be found throughout the continent. Even nominally socialist

equity in national development banks and provided them technical assistance. In Zambia last year, for example, 50 per cent of development bank loans went to small and medium-sized private sector projects.

The recent round-table conference on the promotion of the private sector is a first step towards giving direct support to African business. It was attended by senior representatives of private enterprise from many parts of Africa and examined four problem areas of private sector activity: financing, human resources, the economic environment, and information access.

Main obstacles identified included difficulty of access to equity capital, lack of investment insurance and trade financing schemes, capital flight, underdeveloped capital markets, and a shortage of export clearing houses. Insufficient technical and managerial skills, excessive state regulation, and lack of information on market opportunities were also cited.

Participants provided the ADB with advice on the formation of its private sector policy. Among the most urgent of the 21 recommendations they made were: Direct ADB equity participation in private enterprises.

ADB underwriting of parastatals due to be privatised. These are tall orders in a continent notorious for organisational breakdown and inability to complete plans. However, two studies on private sector promotion are already well advanced. Mr Ndiaye is confident that they will result soon in the establishment of an import-export bank and short-term credit facilities for trade financing. Barring unforeseen reversals in the context between Dr Jekyll and Mr Hyde, further changes will be forthcoming.

Governments, too, have changed lending priorities. These banks have been encouraged to lend to the private sector, partly because the ADB has taken



Babacar Ndiaye: Dynamism

leaders see the solution to many problems in private business initiatives," said Sheikh Fall.

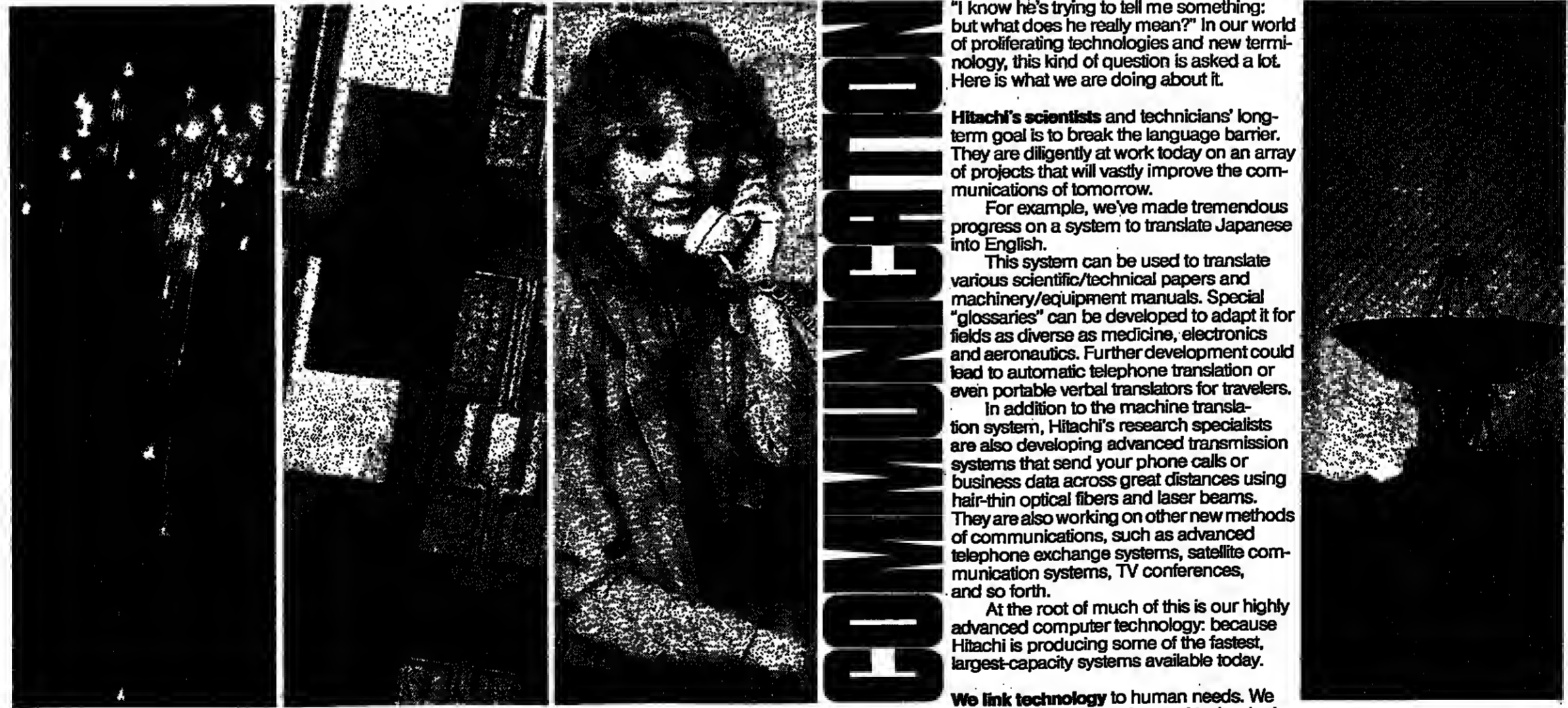
A number of ADB measures to support the private sector indirectly have already been taken. According to Mr Peter Swelamira, head of the ADB's recently established Private Sector Promotion Division, 25 per cent of ADB loans last year were not project-oriented. This type of loan, going instead to support structural reform in such areas as the banking system and high value-added manufacturing, is intended to change the economic environment and make it more attractive to private investment.

Governments, too, have changed lending priorities. These banks have been encouraged to lend to the private sector, partly because the ADB has taken

Advertisement for Financial i, featuring a globe logo and the text 'financial i'. It describes the company as a world leader in the production of generic information and training videos for the international financial community.

Advertisement for Financial i products, listing various users and providing contact information for the company in London. It includes a list of banks and financial institutions that use their services.

Communication is not simply sending a message... it is creating true understanding - swiftly, clearly and precisely.



Hitachi's wide-ranging technologies in communication (from left to right): optical fibers, optical IC, advanced telephone exchange system, and satellite communication.

"I know he's trying to tell me something: but what does he really mean?" In our world of proliferating technologies and new terminology, this kind of question is asked a lot. Here is what we are doing about it.

Hitachi's scientists and technicians' long-term goal is to break the language barrier. They are diligently at work today on an array of projects that will vastly improve the communications of tomorrow.

For example, we've made tremendous progress on a system to translate Japanese into English.

This system can be used to translate various scientific/technical papers and machinery/equipment manuals. Special "glossaries" can be developed to adapt it for fields as diverse as medicine, electronics and aeronautics. Further development could lead to automatic telephone translation or even portable verbal translators for travelers.

In addition to the machine translation system, Hitachi's research specialists are also developing advanced transmission systems that send your phone calls or business data across great distances using hair-thin optical fibers and laser beams. They are also working on other new methods of communications, such as advanced telephone exchange systems, satellite communication systems, TV conferences, and so forth.

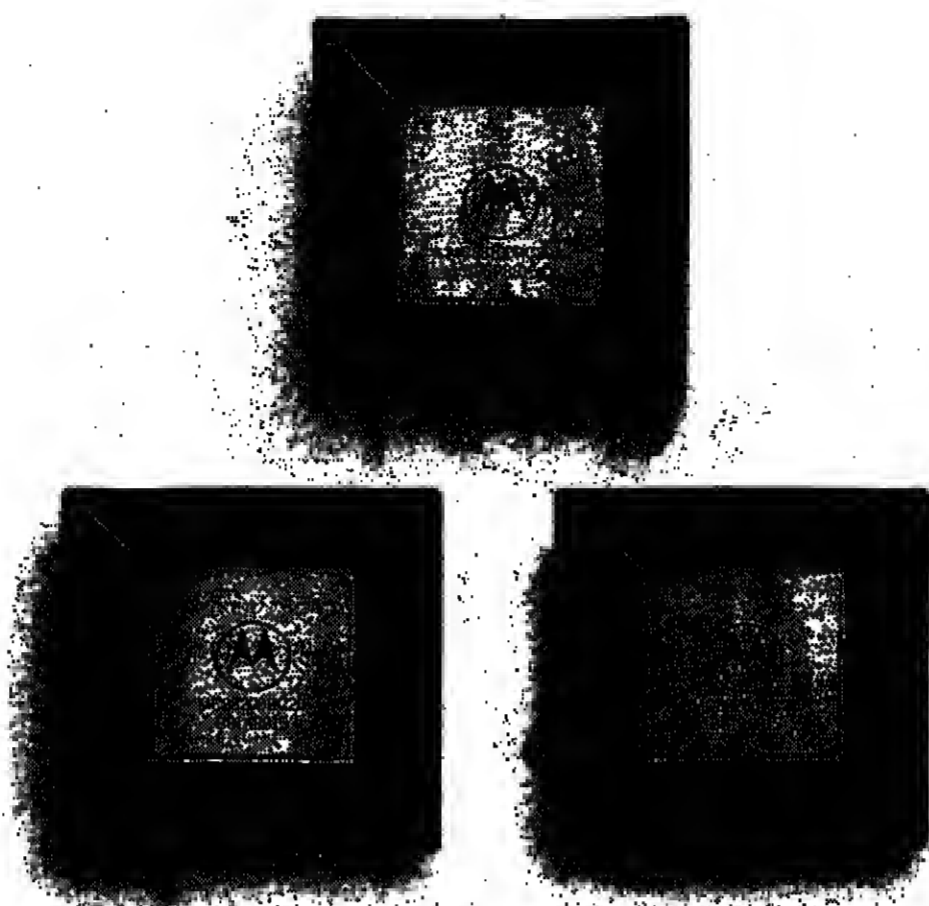
At the root of much of this is our highly advanced computer technology: because Hitachi is producing some of the fastest, largest-capacity systems available today.

We link technology to human needs. We believe that Hitachi's advanced technologies will result in systems and products that are functionally sophisticated but easy to use. Our goal in communications - and transportation, energy and consumer electronics as well - is to build products and systems that will improve the quality of life the world around.



Hitachi, Ltd. Tokyo, Japan

FROM
NOW ON,
THERE'S
ONLY ONE
RISC*
WORTH
TAKING.



INTRODUCING THE MOTOROLA 88000 MICROPROCESSOR FAMILY: THE GREATEST RISC OF ALL.

The future of RISC computing has been reduced to three small, but amazingly powerful chips.

Namely, the Motorola 88000 family.

One awesome microprocessor unit, supported by two cache memory management units. Designed to take RISC architecture far beyond anything else in the marketplace.

The 88000 runs at a blistering 14-17 MIPS, 7 million floating point operations per second, and an incredible 50 MIPS in parallel processing applications (using just four 88000 chip sets on our HYPERmodule™ card).

Which makes everything from multi-user business systems to fault tolerant on-line transaction processing systems to artificial intelligence systems several times faster and more powerful than ever before.

What's more, it comes with absolutely every bit of hardware and software needed to build your system of the future, today. In fact, many leading hardware and software companies, including those in the independent consortium 88open, are already designing systems around the 88000. And many more will follow.

So make sure your future is as rewarding as it can possibly be. Contact your nearest Motorola representative.

Because the greater the RISC, the greater the reward.

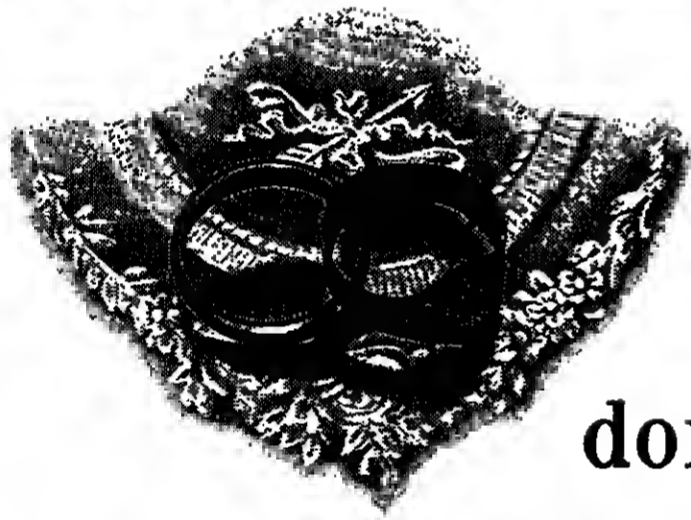


MOTOROLA

**Reduced Instruction Set Computer*

©1988, Motorola Inc.
HYPERmodule is a trademark of Motorola Inc.

Would your life be easier if you'd married the boss?



'FRANKLY, it isn't funny any more. Some days, I leave before Kate gets up and don't get home till she's gone to bed. And, as she says, I'm becoming a stranger to the children. Funny to think that a few years ago I envied people like me.'

Most people would agree that time is the one thing we could all do with more of.

What most people don't realise is that the right communications package is one of the shorter routes to saving time at work.

Unfortunately, given the complexity of business communications today, getting one's hands on the right package isn't exactly easy, is it?

Here, on the business side of British Telecom, we have literally thousands of examples of the latest in time-saving systems, equipment and services.

Everything, in fact, from simple radio pagers to fax machines to the technology that allows complex data to be sent across the country in seconds.

Our problem was how to get the items relevant to you into your hands without wasting your time with the rest.

We were serious enough to call in a leading management consultant and, together, we think we've found a solution.

It's called Workplan and this is how it works:

You phone and ask for Workplan. In a day or so, you'll receive the first stage, which is a business-orientated questionnaire designed to help you evaluate

where improved communications might help.

(Even if you decide not to return this, you'll benefit from what you'll learn about yourself as you respond to its questions.)

If you do return a completed questionnaire, we'll use your answers and a bank of computers to analyse your particular business needs.

Then we'll make up and send off your personally compiled Workplan handbook.

This is a ring-binder containing information and advice on the communications options we believe would be most likely to save you time.

If at that moment, or indeed anytime in the future, you'd like to discuss specific items with one of our people, you only have to call and say so.

'Ah,' we hear, 'but I'm too busy to get into all this.'

All we can do by way of persuasion is reiterate the words in the introduction to Workplan: 'If you haven't got time to fill this in, you need to fill this in.'

In business, time is money. In your personal life, it can be priceless.

Call us free on 0800 800 842 and ask for your copy of Workplan. Our lines are open 24 hours a day, seven days a week.

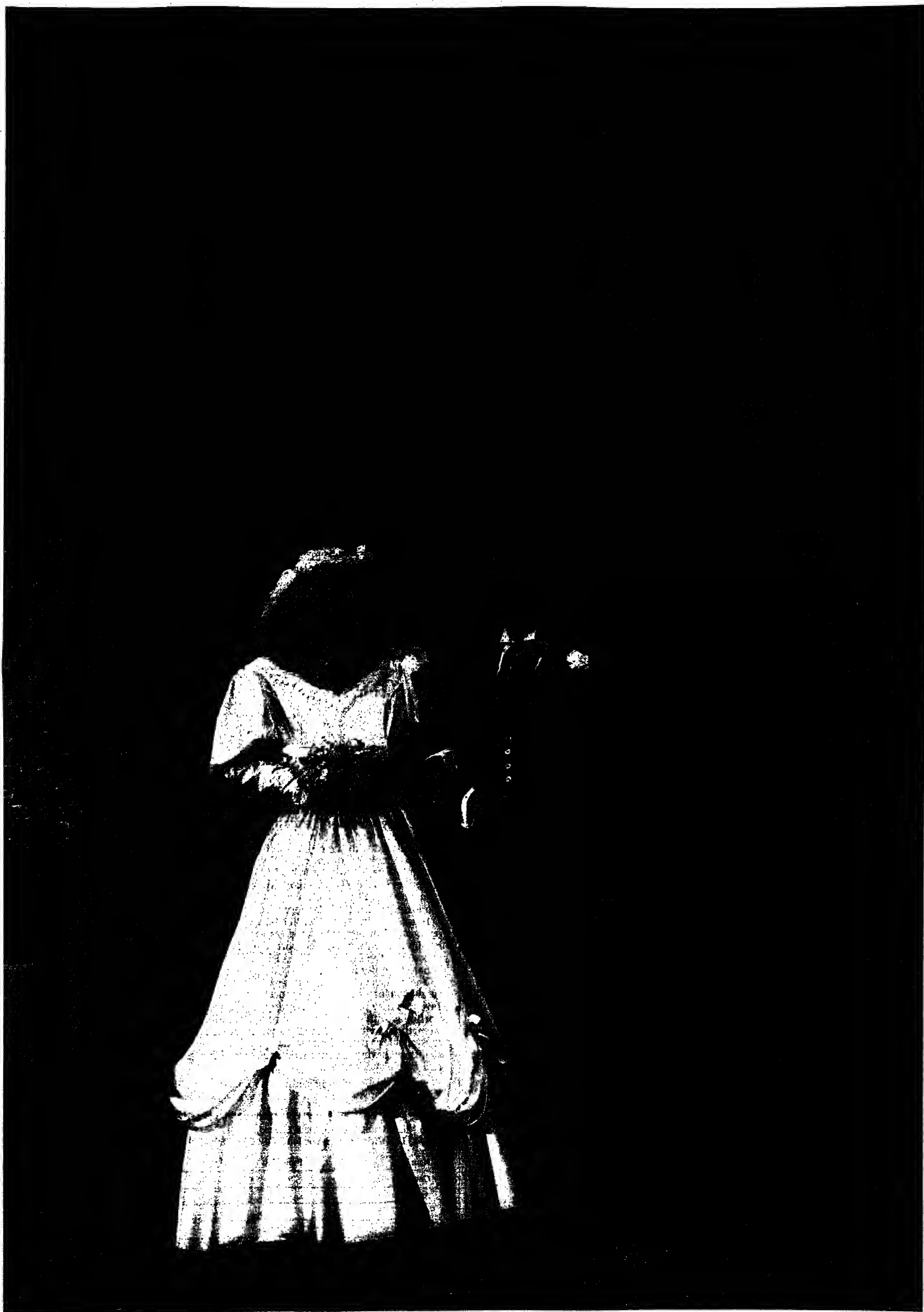
CALL US FREE ON 0800 800 842.

British
TELECOM
It's you we answer to.

e

?

more.
o and
d, as
unny
e:



MANAGEMENT

EDZARD REUTER has done one of the most dangerous things any chief executive can do: buy into three sizeable companies in quick succession, two of them in unfamiliar businesses.

Daimler-Benz

Edzard Reuter opens the diversification throttle

With the West German automotive giant bidding for full control of AEG, its chairman talks to Christopher Lorenz about his new takeover ambitions

Yet, even before he has full control of them — though at the weekend he announced plans to buy the minority of the largest subsidiary, AEG — he is already talking of making at least two more such takeovers: one on his home ground of West Germany and the other (or others) in distant America.

The urban head of Daimler-Benz, who took the wheel of the Stuttgart automotive giant in a boardroom coup last summer after masterminding the acquisitions as finance director, is well aware of the risks any company runs when it diversifies. Though he is "very hopeful we will succeed in not making the same mistakes that others have made in the past," he agrees that the process of post-takeover digestion is exceedingly tricky.

His caution helps explain why, to the impatience of its critics, Daimler is taking such a long time to decide exactly what to do with its 1985 acquisitions of majority stakes in AEG (electronics and electronics), and Dornier (aerospace), and its full ownership of MTU (engines) — deals which made it by far the largest industrial company in West Germany. Last year its sales hit DM67bn (€22bn), and it started 1988 with more than 326,000 employees worldwide.

Once structural decisions have been taken, however — and this will be much easier if the AEG minority is bought in — Reuter clearly plans to move faster; he decides the common view that the digestion process after any acquisition inevitably lasts a decade or more, saying he hopes the enlarged Daimler group will take only "three to five years" to develop a kind of (common) corporate culture, and also the readiness to work together, to create synergies.

In an interview in his Stuttgart office overlooking one of Daimler's main Mercedes car factories, Reuter was unusually frank about how he is trying to avoid the plethora of diversification pitfalls from which American companies, in particular, have suffered since the 1950s. As well as revealing his US takeover ambitions, and some of his European plans, he was outspoken about the need for a radical restructuring of West German industry to make it more competitive internationally.

Daimler's transformation into a broadly-based technology group — Reuter rejects the label of conglomerate — has raised many eyebrows because the company has always epitomised West Germany's industrial tradition of strength-through-specialisation. Its conversion to the risky cause of diversification has unleashed a spate of emulators across the German industrial landscape, which has fuelled the controversy still further.

stage he focused more on target sectors than on particular companies. First, he emphasised the need to broaden Daimler's range of businesses in order to offset the actual collapse of growth in the commercial vehicles market, and the possibility of similar problems occurring eventually in cars.

Second, he argued that integrated electronic systems would soon become such an important part of the car — both within the vehicle itself, and between it and new communication and traffic control systems outside it — that Daimler could no longer afford to rely for its electronics just on collaboration with suppliers. "You will not be able to produce a car in future, at least in the luxury bracket of the market, without integrating your engine, your gearbox, your axles, with an electronic system," he says now. "We feel we must integrate that part of the business in our own company." Hence the need for in-house electronic expertise, which AEG and Dornier possess plenty in hardware and software, as well as in the form of systems know-how.

This sort of high-tech "synergy" has been practised for decades by Saab in Sweden (see this page, March 11). Similar logic is now driving a spate of automotive companies, from General Motors in the US to Britain's Rover Group, to seek marriages with electronics-intensive aerospace companies.

Yet Reuter makes clear that he expects Daimler to draw more "synergy" in automotive electronics from AEG (which is not an aerospace company) than from Dornier.

But why could Daimler not secure this expertise in the same way as its emerging Japanese competitors, by forging still tighter relations with its famously close suppliers, rather than setting up in parallel competition with them through a set of difficult takeovers?

Reuter's reply is uncompromising: "Closer to Bosch and Siemens, that is very easily said but, of course, both... are very big, very independent companies." He could see no way of dealing with them in which Daimler could hold the real engineering and technological leadership, he adds. "That's the point."

The traditional Bosch and Siemens representatives on Daimler's supervi-

sory board resigned in 1986, underlining Reuter's view that many of the traditionally cosy relationships between West German companies must come apart if the Federal Republic is to face up to greater international competition, and take part in the restructuring of industries across borders.

"We must have an internationalisation of business," he says. But he denies that Daimler unleashed this rupture of relationships within the Federal Republic. "By no means did we start it — this process was on its way when we decided to go in that direction."

Nor, Reuter insists, was Daimler pushed into its acquisitions by either the politicians or its most powerful shareholder, Deutsche Bank. Though the Baden-Wuerttemberg State government played a key part in negotiations with the strife-riven Dornier family, "we were looking into the possibility of taking a stake in Dor-

Daimler's conversion to the risky cause of diversification has unleashed a spate of emulators

nier (as early as) the second half of 1984," he says. And he stresses that it was not the Deutsche Bank which conceived the takeover of AEG, which had just recovered from several painful years of losses. "I tell you: as it should be, this idea was born between the board of AEG and Daimler-Benz."

As for the current proposal of the Bonn Government that Daimler should take control of Dornier's troubled aircraft competitor, Messerschmitt-Bölkow-Blohm (MBB), Reuter says Daimler is interested — unlike the many other West German companies which have been offered MBB — because "we think that the German aerospace industry should really prepare itself for a new period of international competition. So a restructuring... is necessary." For Daimler the main stumbling block at present is MBB's costly involvement in the European Airbus consortium. Yet Reuter is clearly keen on more

European collaboration in aerospace. Because of overcapacity "this industry has to be reorganised and restructured Europe-wide — at least," he says. The small stake which Daimler took last autumn alongside Britain's GEC and Sweden's Wallenberg group in Matra, the French defence and electronics company, represents "a very important beginning," says the Daimler chief.

Beyond Europe, Daimler is considering US acquisitions in several of its new areas of activity. In Reuter's words "I can well imagine that there are some fields (where) we should still deepen our activities or enlarge them." In America? "Sure." Not automotive acquisitions, but in Daimler's newer fields? "Yes, right."

Though much of West German industry has fought shy of US acquisitions since the disasters suffered by Thyssen and others in the late 1970s, Reuter now foresees a "new wave of engagements in the US" brought on not just by the devalued dollar but also by the insurmountable internationalisation of business.

But isn't diversification deadly dangerous, as attested to by countless notorious examples, as well as a steady stream of research studies from Harvard and elsewhere? How does Daimler plan to avoid repeating the mistakes of other diversified companies?

To start with, Reuter states the obvious: avoid becoming an IPT-like conglomerate operating in "a huge number of fields of activity with no synergies between them". Instead — "at least in the core businesses" — try to have some real synergy between the different parts. Third, and most important, build a common culture.

"I'm well aware that you cannot in a short period bring together the different traditions, histories and corporate cultures of Daimler-Benz, AEG, Dornier and MTU. But basically all of these companies... are united by the pride of technological and industrial leadership. The common expression of course is 'high-tech', but that is not enough." Instead Reuter prefers what he calls "the old Daimler-phrase 'Das Beste oder nichts'" ("the best or nothing").

How does the creation of synergy square with Daimler's constantly repeated assurance (especially to the remaining minority shareholders in



the end of last year, Reuter still chairs the committee himself, though he was originally expected to hand it on to Daimler's research and technology director, Dr Rudolf Hoernig, during 1987.

Analysis of all the group's activities should be completed by this autumn at the latest, Reuter now forecasts. "The next phase, which will probably take us another year and a half, is defining the structural consequences inside the companies. When this has been done the central activities of the committee will concentrate on technological synergies and at that time Herr Hoernig will take over the chair."

The phrase "structural consequences" raises one of the most thorny unresolved issues of all — one which causes cynical observers to forecast trouble ahead. The newly-enlarged Daimler empire is criss-crossed by activities, such as aerospace and medical technology, which need to be put in single units under their own management, rather than steered by cross-company committees as at present.

This restructuring is made difficult where Daimler owns less than 100 per cent of its new subsidiaries. So, even if Daimler wins full control of AEG this restructuring will be difficult to achieve so long as it owns less than 10 per cent of Dornier, not least because of intricate legal procedures.

In both size and diversity AEG (with over 80,000 employees) is far less digestible than the much smaller Dornier (under 10,000), in spite of the latter's prouder history and complex family connections.

In contrast with the homogeneous character of Daimler's traditional markets, where Mercedes faces only a limited number of competitors, AEG operates in a myriad of very different businesses, most of them teeming with international rivals of all shapes and sizes. And whereas Daimler's executives are steeped in the company's traditional functional culture, AEG has much more experience of divisional management.

To the obvious question of why — political considerations apart — Daimler gave itself such digestive problems by buying the whole of AEG rather than just the parts it needed for automotive electronics, Reuter points again to the first motive for the diversification: Daimler's need for a broader portfolio. "Quite a number of new possibilities lie in that AEG company," he emphasises.

Whatever one's view of the wisdom or otherwise of Daimler's diversification drive, it has at least avoided the controversial shift of General Motors, Ford and US General Electric into financial services. But not necessarily for ever, says Reuter. Daimler has never really considered making such a move, but "it may well happen in the future."

Given the company's historical relationship with the Deutsche Bank, that really would mark a departure from the incestuous traditions of West German business.

AEG and Dornier) that the new subsidiaries will "retain their independence"?

Reuter's initial reply suggests that this is merely legal speak. "The independence of the affiliates is not different from the independence of our car business or our commercial (vehicles) business," he says.

But then he becomes more open about the difficult balancing-act which Daimler is trying to achieve between decentralisation and co-ordination, and the rather awkward organisation structure it has erected to achieve this. Formally, AEG, Dornier, MTU and the two original parts of Daimler all now constitute "independent divisions" under the guiding hand of a large board of 12 directors.

Reuter says he has no intention at present of changing this structure, nor of following the internationally fashionable pattern of streamlining the board and turning it into a purely strategic body, with operational decisions being taken beneath it. In the group's current state of restructuring and expansion "this would be a mistake," he says.

The main co-ordinating mechanism immediately beneath the board is a "structure and synergy committee" composed of key board members, which is supported by a technology subcommittee. Both the committee and the subcommittee have already spawned a welter of cross-company working groups for individual projects.

Isn't there a risk that this tricky middle road between integration and independence will lead Daimler to fall down a hole in the middle? "Yes — this may happen any time. You have to keep your eyes open and be very careful that this doesn't happen."

Reuter is particularly keen to avoid a proliferation of committees, though by no means everyone in the group thinks he has succeeded.

The difficulty of achieving consensus about which particular synergies to exploit, and how, is demonstrated by the fact that the structure and synergy committee has still not defined all of them in detail, although many Daimler managers expected this mammoth task to be complete by

Nikko: Leader in Investment Technology

JAPAN INDEX FUND

Harnessing the Momentum of the Tokyo Stock Exchange

The Japan Index Fund from Nikko Securities—

- Established with the objective of closely tracking the Tokyo Stock Price Index (TOPIX)
- Investments broadly diversified in the Tokyo market
- Applies the BARRA/Nikko Risk Model of the Japanese equity market, a sophisticated approach based on Modern Portfolio Theory

Introduced in May 1986, the Japan Index Fund, an open-ended investment company registered in Guernsey, has invested in a diversified portfolio of Japanese equities selected by the BARRA/Nikko Risk Model of the Japanese equity market.

Theory has passed the acid test of implementation. The fund has closely tracked the movements in the TOPIX. Investors now have a viable option for fortifying their portfolios with indexed components that reflect the strength and vitality of the Japanese economy.

Available to professional investors, the fund also realizes significant savings in transaction costs and in management and administration fees.

Shares of this Fund are listed on the Luxembourg Stock Exchange.

To Nikko Capital Management Limited, 10-12 Little Trinity Lane, London EC4V 2AA Tel: 01-236-6076

Name _____ Profession _____
 Company _____
 Address _____
 Postcode _____ Telephone _____

This advertisement has been placed by The Nikko Securities Co., (Europe) Ltd., on behalf of Japan Index Fund Limited. It does not constitute an offer of, or an invitation to the public to subscribe for or to purchase, any securities.

Copies of the Prospectus will be made available only to professional investors whose ordinary business it is to buy or sell shares or debentures, whether as principal or agent within the meaning of Section 79 of the Companies Act 1985 of Great Britain.

NIKKO



Investment Advisor

Nikko

International

Capital

Management

Co., Ltd.

Applications will be considered only on the basis of the current Prospectus and the latest available annual report containing audited accounts and the latest available semi-annual report, if later than such annual report.

Wouldn't you pay a little more than economy fare for a first class seat?



For only a little more than economy fare, Saudia's new Horizon Class offers you first class seats, and first class treatment, too.

On the ground, you get exclusive check-in counters, 30 kilos baggage allowance and priority boarding, deplaning and baggage handling.

On board our widebodied jets, you'll experience Arab hospitality at its utmost — with special Arabic coffee and dates and the choice of three entrees served on bone china.

It's first class all the way — in the air, and on the ground.

With all these extras, wouldn't it make sound business sense to fly Saudia's Horizon Class on your next trip?



saudia
SAUDI ARABIAN AIRLINES Member of IATA

Saudia's Horizon Class is now available on flights to Abu Dhabi, Amman, Athens, Bahrain, Cairo, Colombo, Dakar, Dhahran, Dubai, Frankfurt, Geneva, Jeddah, Kuwait, London, Madrid, New York, Paris, Riyadh, Rome and Tunis.

Government 'set to defeat Tory poll tax rebels'

BY JOHN HUNT

THE GOVERNMENT is confident that it can defeat the challenge from rebellious Conservative members over the community charge, or so-called poll tax, in the House of Commons tonight.

Mr Michael Howard, Minister for Local Government, who is to chair the bill which will introduce the charge, said last night: "I am confident that we will have a healthy majority."

The Government seems certain nevertheless to face a big drop in its overall majority of 102 when a vote is taken on the amending clause being pressed by a group of Conservative backbenchers headed by Mr Michael Mates, member for Hampshire East.

This comes at a sensitive time when of rising discontent amongst Conservative backbenchers at several important aspects of Government policy.

The clause would introduce three tiers of tax charge linked to ability to pay rather than the Government's flat rate charge which it proposed will replace the present local authority rating system.

Mr Mates said yesterday that he still has 45 signatories to the clause who will vote for it tonight. Five of the original signatories had asked their names to be removed.

On BBC radio Mr Mates said: "I am not trying to win. I am trying to get the Government to listen to the concern expressed by so many of its supporters."

Some of his supporters were predicting that the Government majority would fall to 20 or even 15 as Labour and the newly merged 19-strong Social and Liberal Democrats will vote with the Tory rebels.

Mr David Steel, interim joint leader of the Government, said last night: "We will be there to full force to support the amendment. Let us hope it succeeds."

But ministers and Government whips have mounted an intensive campaign over the weekend to change the minds of some of the Mates group. They predict that the Government majority will be well above 20 and that some of the rebels will abstain instead of voting for the new clause.

Mr Peter Brooke, Chairman of the Conservative Party, said he believed that some of the Mates



Michael Mates: 45 signatories

supporters would change their minds by tonight and would not vote for the new clause.

Mr Michael Heseltine, who resigned from Mrs Margaret Thatcher's Cabinet as Defence Secretary over the Westland affair, denied suggestions that he was behind the organisation of the poll tax rebellion.

"I don't need to hide behind people's shadows," he said. He was, however, one of the signatories of the new clause, and confirmed that he would vote for it.

The intensity of activity by the Government over the weekend shows its concern at the implications of the threatened rebellion.

Only last Thursday there was the biggest Tory rebellion since the general election over the proposals to end free universal eye checks and the ending of free dental check-ups.

There is also considerable disquiet over last week's sweeping changes to the social security system.

In addition, the Government faces a fierce onslaught in the House of Lords today and tomorrow when there is a two day second reading debate on its controversial Education Reform Bill.

There is likely to be fierce criticism from all sides of the House, including some Tory peers.

Funding by national savings hits 10-year low

By Clive Wolman

NATIONAL SAVINGS made a contribution to government funding of only £2,628m in the financial year ended March 31, the lowest figure for more than a decade, according to figures published yesterday.

The decline in the importance of National Savings, which in the previous financial year 1986-87 made a net contribution of £2,372m, is even more striking when account is taken of inflation since the mid-1970s. The underlying cause of the decline has been the shrinking public sector borrowing requirement and the Treasury's 1986, not to market and promote National Savings aggressively as an alternative savings medium to the building societies and banks.

National Savings interest rates, particularly on fixed interest certificates, have thus become less competitive. In March this led to a withdrawal by holders of fixed interest certificates of capital and accrued interest worth £288m compared with only £158m in February. The March figure was offset partially by £98m of new savings during the month and £70m of accrued interest which was not withdrawn. The net in the interest rate which is paid to those who fail to cash their certificates after the five-year redemption date has passed is expected to lead to further large withdrawals in April and May.

In the financial year 1987-88 as a whole, the net deficit on fixed interest certificates was £288m compared with a net contribution of £268m in 1986-87. The total value of all holdings of fixed interest certificates, including accrued interest, stood at only £13,078m at the end of March, compared with £13,708m a year earlier.

Index-linked certificates continued to suffer net withdrawals, despite offering higher expected returns, at least to higher rate taxpayers, than alternative savings media including index-linked gilt-edged securities. The net deficit to March was £25m, and for 1987-88 as a whole the deficit was £174m.

The author is Mr Christian Bratt, who recently finished four years service as labour attaché to his country's embassy in London. He now works for SAF, the Swedish Employers Organisation.

He comments that the Prime Minister's policy towards the unions during the 1980s has changed fundamental attitudes which have handicapped the British economy since the last century.

"Watch out," says Mr Bratt. "The new British are on their way and Mrs Thatcher deserves the praise for what she has done." Such a robust view is not presently shared by many of his fellow Swedes, but Mr Bratt believes they have a hostile view

Hinkley reactor given bad economic rating

BY MAX WILKINSON, RESOURCES EDITOR

THE NUCLEAR power station planned at Hinkley Point in Somerset, south-west England, is unlikely to be economically competitive, according to the latest government estimates.

They show that, on assumptions appropriate to a privatised electricity industry, the station would produce more expensive power than a comparable coal-fired plant.

The proposed Hinkley C station is intended as the second in a family of Pressurised Water Reactors, to follow that being built at Sizewell in Suffolk, on the east coast.

The poor economic rating of the Hinkley project is embarrassing for ministers, who want to proceed with a nuclear programme for strategic reasons. The most immediate problem is that the Hinkley project may prove more vulnerable to economic objections at the forthcoming planning enquiry than did the Sizewell station.

At the four-year Sizewell enquiry, the Central Electricity Generating Board argued that the new nuclear station would save so much in reduced coal costs that it was worth building even before it was strictly needed. After coal prices had fallen, the board was still able to say that the PWR was much better value for money than a coal station, and this was broadly



The CEB's Morgan Shewell A power station in Suffolk, site of Hinkley's sister reactor

endorsed by Sir Frank Layfield, the planning inspector.

Since then, however, the outlook for coal prices has weakened further: the CEB is testing the economics of the project against an assumption that there will be little or no rise in real coal prices before the year 2000. It is also being forced to consider the impact of the higher return on capital which its new owners will require after privatisation.

As a nationalised industry it is required to make only a 5 per cent real rate of return on capital on new projects after inflation. This is half the return now being earned by private industry. City of London advisers are telling the Government that the private sector would require at least 10 per

cent from a nuclear project because of the perceived risks.

At this rate, the Hinkley project would be a flop. The CEB's own internal estimates suggest that it no more than breaks even against a coal-fired station at about 7 per cent.

The cost of capital is crucial to the economic viability of all nuclear power stations, because they are very expensive to build, though quite cheap to run. The cost of the Sizewell B PWR is now estimated at £1.7bn in present day money. However, the CEB's most recently built nuclear plant has cost much more than expected because of engineering problems during the commissioning stage.

The latest projections do not envisage there being any big savings in the building costs for the Hinkley station over those at Sizewell, although some of the initial design costs will be shared.

The high cost of Britain's nuclear programme will make it difficult for the Government to draw up regulations to limit prices in the newly privatised electricity industry. Last month's White Paper on electricity privatisation said that the industry would be obliged to sell a fixed proportion of power which was not generated by coal or oil.

However, no solution has yet been found to the vital question of how to price this nuclear energy.

TV and film union faces division over merger

By John Gapper, Labour Staff

THE ACTT film and television technicians' union faces a rebellion by its independent television members after it and Beta, the studio and clerical staff union, voted to merge to help resist widespread changes in ITV working practices.

Mr Peter Bould, chairman of the ACTT's ITV division, said yesterday he believed many of the union's 7,000 members working in ITV companies would split from the ACTT and form a separate union if a merger took place.

During a debate at ACTT's annual conference some delegates had argued it could become split and fragmented if it did not unite behind a merger with Beta.

The conference in London voted yesterday against taking industrial action to resist the weakening of ITV national pay and conditions agreements. Members opposed a merger with Beta because of hostility over limited support in past industrial disputes, and a belief that the ACTT is a craft union which should not merge with a general workers' body.

Robert Taylor examines a new book praising a shift in Britain's industrial relations policies

Mrs Thatcher wins some Swedish applause

MRS MARGARET Thatcher's industrial relations strategy receives enthusiastic support to a book published today to Social Democratic Sweden. (Thatcher Och Det Nya Paktet. Thatcher and the new unionism.)

The author is Mr Christian Bratt, who recently finished four years service as labour attaché to his country's embassy in London. He now works for SAF, the Swedish Employers Organisation.

He comments that the Prime Minister's policy towards the unions during the 1980s has changed fundamental attitudes which have handicapped the British economy since the last century.

"Watch out," says Mr Bratt. "The new British are on their way and Mrs Thatcher deserves the praise for what she has done." Such a robust view is not presently shared by many of his fellow Swedes, but Mr Bratt believes they have a hostile view

of the Prime Minister because she has suffered from unfair treatment at the hands of the Swedish media.

His intention with the book is to do what he can to correct what he sees as a distorted picture of UK industrial relations. Mr Bratt will appear tonight on Swedish television to argue his point, and will be lecturing over the next two months up and down the country on the "new unionism" which he sees growing in Britain.

Mr Bratt insists: "Mrs Thatcher has smashed outdated attitudes on the shop floor and in the unions, but she has done nothing to damage good industrial relations."

Indeed, he believes that her legislation since 1980 to curb the excesses of trade union power has helped and not hindered the growth of sensible trade union practice.

He believes that unions like the EETPU electricians union and the engineers have shown

what can be achieved by a pragmatic and professional approach which has abandoned the dogmas of the past.

"There is a Scandinavian touch about union leaders like Gavin Laird of the Engineers and Eric Hammond of the Electricians," says Mr Bratt. He is particularly enthusiastic about the EETPU, calling it a "pioneer union" which "has a clear idea of what it wants to achieve and a unique relationship with its members."

With a keen eye for the nuances of British industrial relations, Mr Bratt peppers his concise account with personal vignettes of his years in London. He recalls how his bedroom was once used at a party for a reconciliation between Mr Norman Willis, TUC General Secretary, and Mr John Prescott, who was then the Labour Employment spokesman.

Mr Bratt also recalls with a sense of shame how he and other

diplomats in the gallery gave a standing ovation to Mr Arthur Scargill for a demagogic speech on the miners' strike at the 1984 Labour Party Conference, which he now believes carried echoes of Nazi Germany.

There are affectionate references to Mr Willis, although the TUC general secretary will not be pleased at being reminded that he was once known as his predecessor Mr Len Murray's "clown prince."

The left on the TUC general council will not be pleased with what Mr Bratt has written. Mr Ron Todd of the Transport & General Workers Union is said, for instance, to "lack the capacity to move in the new ways."

Mr Bratt highlights four important trends in British industrial relations for the 1990s. He believes, first of all, that the political dimension of union activity will become far less important.

He also believes that unions will face an unpalatable choice between agreeing to single union strike-free agreements in the workplace or facing an end to the individual rights of workers to become more important, particularly share ownership.

Mr Bratt believes that so far Mrs Thatcher has carried out only "half her revolution," but he quotes the shrewdness of Mr John Monks, deputy TUC general secretary, who likens Mrs Thatcher's industrial relations policy to the words used by the Prussian military strategist, Clausewitz: "always stay on the move by taking the offensive."

Whether Swedes will agree with Mr Bratt's opinions must be doubtful. And very few of the British union leaders, if any, will know what Mr Bratt has written unless they can read Swedish.

Once on this site at Wangfujing a thousand years ago, a spring bubbled forth, its waters so pure, its sound so tranquil that the Emperor guarded it as he guarded his most precious treasures.

When tired from the pressures of office, he and his chosen Mandarins came here to rest for it seemed the flowers were more sweetly scented and the birds sang more joyfully at the Well of Wangfujing.

Today, The Palace Hotel rises on that same spot to bring you the comfort, convenience, pleasure and refreshment in the tradition of Wangfujing and the palaces of old China. To be managed by The Manila Hotel of International renown.

The Palace Hotel is designed to be one of the world's great hotels. Situated in the heart of Beijing, a short walk from the other palace, The Palace Hotel will offer weary travellers total refreshment and rejuvenation for the business or pleasure that brings them to China. From luxury duplex suites, cocooned beds that can turn a delightful room into efficient office space in minutes, to eight of what are planned to be the best restaurants in Beijing, complete business and communications facilities, sport and recreational activities plus every modern facility the discerning traveller could ask for.

Once inside the doors of the Palace Hotel its superior appointments and services, the many facilities and traditional grandeur will bring you back again and again - to the Well of Wangfujing.

OPENS 1988

THE PALACE HOTEL
Wangfujing, Beijing
Beijing's other legendary Palace

Managed by Manila Hotel International

FOR RESERVATIONS: The Palace Hotel, Beijing, Tel: 210370 KESJ; CN, USA, China Express Tel: (800) 227-6665, (415) 387-8971, Tel: 342223 CG CHINA, The Manila Hotel Tel: 47-00-11, Tel: 46537 MHOTEL PH, 60486 MHOTEL PH, 22478 MHOT PH, FAX: (800) 471124.

WE BELIEVE FUTURES ARE THE REALISTIC HEDGE FOR THE REALITY OF RISK.

Risk is real. It's in every business and every transaction. Whether associated with stocks, precious metals, debt instruments, interest rates or crop yields... risk affects you. And that's why the futures market was created. For your protection, in any market. For price certainty in uncertain times. For a cushion against loss. For a realistic hedge against risk.

For the best futures markets, look to the Chicago Board of Trade. It's the largest and oldest futures exchange in the world, where the most highly capitalized traders transfer risk, day and night.

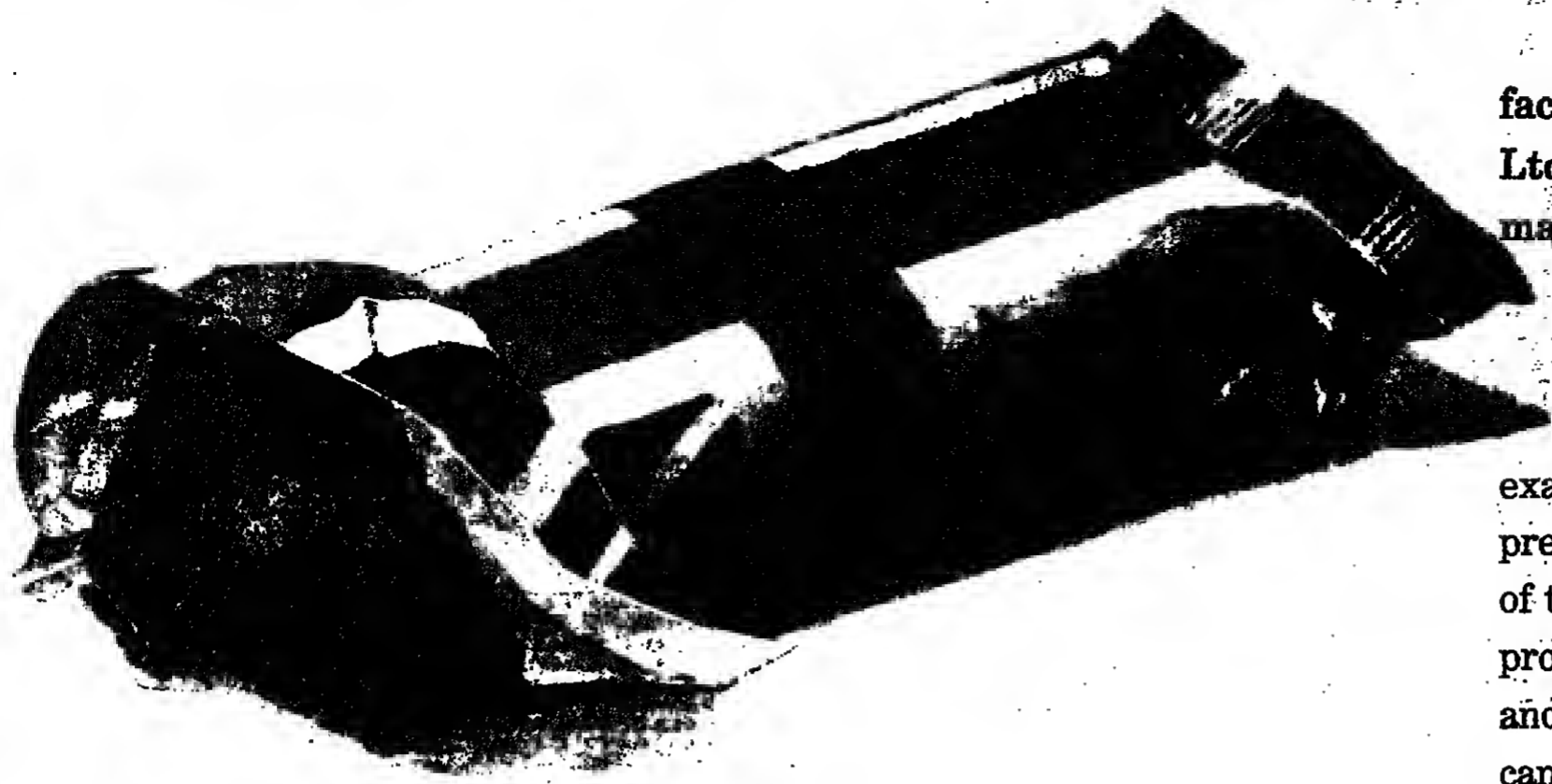
In the real world of risk, it's realistic protection. We believe in it.

Chicago Board of Trade
The exchange to believe in.

© 1988, The Chicago Board of Trade

Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE.

Cadbury Schweppes invested £97 million here.



More specifically, "here" was the factory floor. From 1981 to 1983 Cadbury Ltd. spent £97 million making the manufacturing capabilities of the confectionery division among the most modern in the world.

Let us quote just one small but typical example: Crunchie bars are now cut by a high pressure jet of coconut oil. This saves 50% of the honeycomb wasted by the old cutting process. It's one of the many modernisations and rationalisations that gave us a significant increase in productivity per employee. And that provided money - money that was used to boost our marketing effort.

Profits doubled as a result.

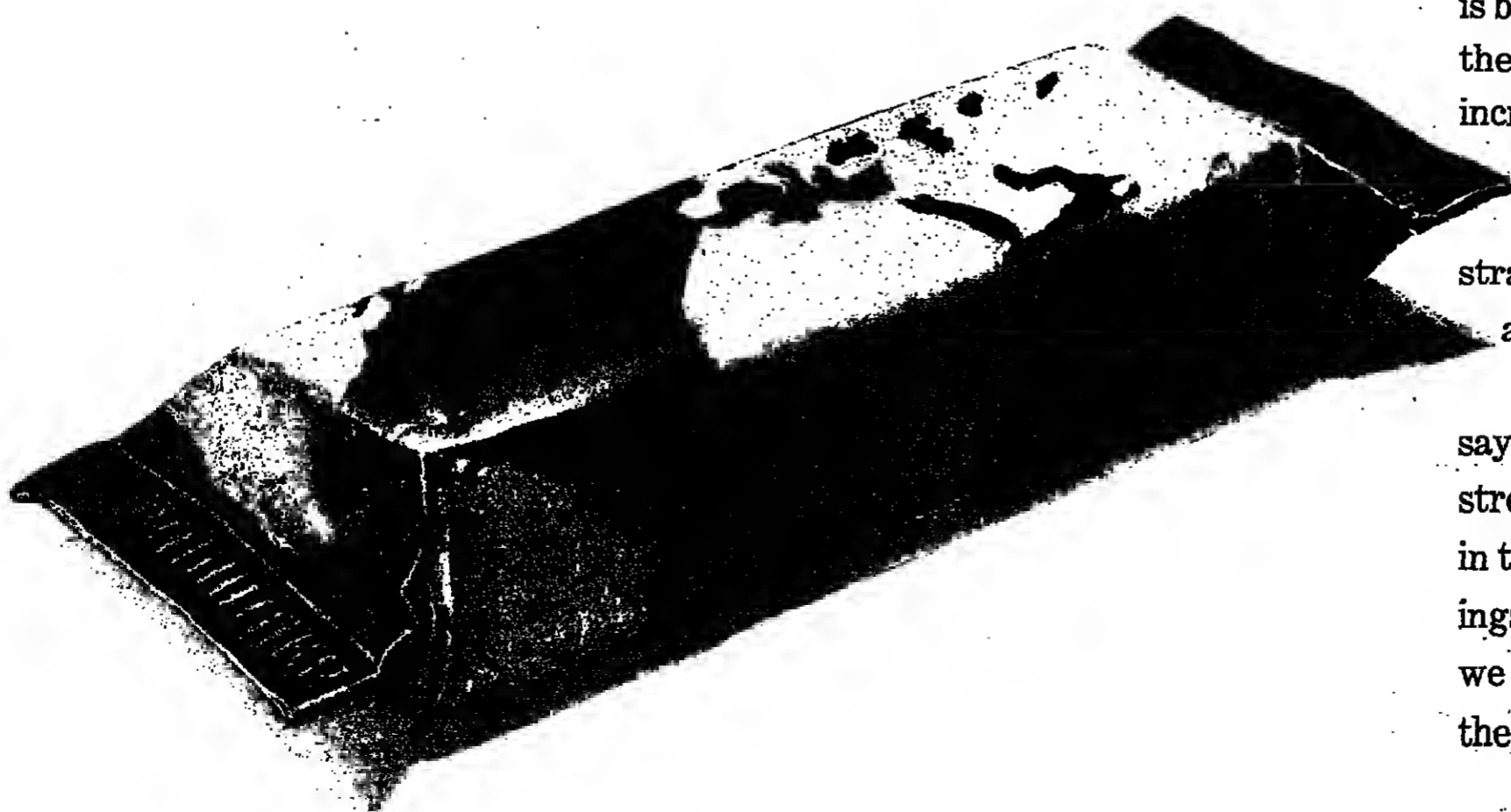


So we could capture more of the market we increased our advertising "share of voice" in the sector. In 1987 we invested £3.5 million more than the previous year.

We also embarked on a major programme of new product development. 13 brands have been launched since 1980. Biarritz and Wispa are already acknowledged confectionery classics. These moves helped increase our market share to 29% (remember, in a market as huge as this, one percentage point is worth over £20 million).

Aggressive marketing has more than doubled trading profits since 1981, reaching some £57 million in 1987. So carefully planned management is achieving exciting profit growth.

And we're not going to stop there.



The success of Cadbury Ltd. in the UK is by no means the whole story. We've applied the same principle of reducing costs and increasing marketing investment throughout the world. What's more, growth in 1988 will be further enhanced by recent strategic acquisitions in the USA, Australasia and France.

As Chief Executive Dominic Cadbury says, "The management skills which have strengthened Cadbury Schweppes' position in the market place and increased 1987 earnings per share by over 33% will ensure that we capitalise on these new opportunities for the benefit of our shareholders."

Cadbury Schweppes

MANAGEMENT PROVEN IN THE MARKET PLACE

Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE. Cadbury Schweppes MANAGEMENT PROVEN IN THE MARKET PLACE.

UK NEWS

ITN expected to approve radical shake-up plan

BY RAYMOND SNOODY

THE BOARD of Independent Television News is today expected to approve a radical reorganisation plan to cut costs and introduce new technology.

satellite venture collapsed last week - but over access to exclusive material, not price.

Satellite TV news put out to tender

BY RAYMOND SNOODY

BRITISH Satellite Broadcasting is advertising today for an independent contractor to provide eight hours of television news a day.

channels of television in autumn 1989, is rapidly emerging as a substantial market for independent producers.

Warning on rates for new offices

By Paul Chesswright, Property Correspondent

GROWING uncertainty about the future of the rental value in the City could be heightened by problems with the introduction in 1990 of the uniform business rate, according to Dron and Wright, a firm of chartered surveyors.

Software leasing scheme launched

TERRY DODSWORTH

ONE OF THE UK's leading computer leasing companies is launching an innovative leasing scheme to counter the rapidly escalating costs of computer software.

Amstrad sees NHS order as market breakthrough

BY OUR INDUSTRIAL EDITOR

THE AMSTRAD personal computer group claims to be on the verge of a breakthrough into the corporate computer market following a £2m order from the South West Regional Health Authority.

Shares give information group staff big profit

By Terry Dodsworth, Industrial Editor

EMPLOYEE shareholders who bought an average holding of about 23,000 in Istel, the information technology group, have seen the value of their investment rise to 25,000 in the past eight months.

Istel was sold by Rover Group, the vehicle maker, last August. The 100 per cent jump in the company's value follows a year in which Istel's pre-tax profits also leapt, by 121 per cent to 25.5m.

David Fishlock on privatisation plans for British Technology Group

A BUSY spring looms for Mr Andrew Jordan, a partner in accountants Coopers & Lybrand, who has just undertaken to report to the Government in eight weeks on how to privatise the British Technology Group.

British Technology Group is probably the Government's most enigmatic investment: even its own top executives will not hazard a guess at its value.

BTG's business is research, and more precisely the transfer of the fruits of research - ideas, inventions and technology - to industry and commerce.



Ian Harvey: business as usual promised while sell-off considered

"straight back to the Treasury," says Mr Rust Kathoko, BTG finance director, without any profit. The book value of its residue is now only £2.5m and its NEB division no longer exists.

up their own mechanisms for commercial exploitation, while the City has many venture capital groups scouring academic institutions for ideas.

Corporate finance boutique set up

By Clive Wolman

A CORPORATE finance advisory boutique, BKR Financial, was launched yesterday backed by the property company London and Edinburgh Trust which has taken a 50 per cent stake.

The chairman of the company, Mr. Bob Rankin, was formerly chief executive of Balfour Beatty, the construction company subsidiary of BCR. The chief executive of BKR is Mr Martin Knight, who has left the export and project finance team of the merchant bank Morgan Grenfell.

The launch of BKR as an independent company follows that of several other small corporate finance companies set up in the US and UK in recent years.

Advertisement for TWA Windows. Text: 'TWA Windows under Glass - your windows el free.' Includes TWA logo and background image of a window.

UK NEWS

Peter Marsh on Britain's decision to join the Columbus project
Space research put back into orbit

A DECISION that Britain is to join an international space station project for the late-1990s is to be confirmed today.

The project, called Columbus, will give the country about the same status in the venture as Spain and Belgium but significantly less than West Germany, Italy and France, the European countries most heavily involved.

Today's announcement from the Department of Trade and Industry is likely to commit the UK to providing about 7 per cent of the estimated \$2.2bn cost of Columbus, a laboratory and associated space modules that is to be western Europe's contribution to the international venture.

West Germany, Italy and France have agreed to contribute, over the project's 10-year development phase, 36 per cent, 26 per cent and 14 per cent respectively. Spain is providing 6 per cent and Belgium 5 per cent.

Columbus, under a deal between the US and the 12-nation European Space Agency, is due to plug into the main US core of a set of linked space laboratories. This will have a crew of eight and house scientific experiments in areas like low gravity materials processing.

Total costs of the space scheme are estimated today at \$11bn but could easily treble by the time the project ends in about 1999. The main UK involvement will be in building a satellite associated with Columbus for taking pictures of Earth.



Kenneth Clarke yielded to pressure from ESA nations

Partners in ESA, officials of which are meeting in Noordwijk, The Netherlands, today and tomorrow, are expected to welcome Britain's decision.

Britain, till now, has been the only big ESA nation not taking part in Columbus, saying it was too costly and unlikely to yield commercial benefits.

However, it appears Mr Kenneth Clarke, Minister for Trade and Industry, has yielded to pressure during the past few weeks both from other ESA nations and the UK space community.

Mr Heinz Riesenhuber, West German research and technology

minister, twice wrote to Mr Clarke since the year's start. He set out benefits of participation and possible damage to European space collaboration if Britain continued to slight Columbus.

Mr Clarke is also believed to have been swayed by ESA redesign of the satellite in which Britain is to be most involved. ESA cut the weight of the satellite, the polar platform, from about 3.5 tonnes to two tonnes.

This cut cost from about \$400m to \$250m, putting a cheaper price on UK entry to the overall Columbus programme.

None the less, the expected UK 7 per cent stake in Columbus is about half what the UK had been planning to contribute up to last summer when Mr Clarke took charge of UK space policy, forcing an overall rethink.

At the weekend a senior West German official welcomed the UK decision, but saw it as overdue. "It sends a very positive signal to the whole European picture in space policy," he said.

Sir Geoffrey Pottle is the former industry minister who was dismissed last summer, his post going to Mr Clarke.

He said: "I am pleased by the fact that Britain will be in Columbus although I would have liked to see us being rather more wholehearted about the programme. It would have been unforgivable if Britain had not been part of the space station."

Mr Jack Leeming, who retired six weeks ago as British National

Space Centre chief, said the relatively small scale of UK participation in Columbus meant he was not jumping over the moon at the announcement. "But I'm relieved." His successor is due to be named today.

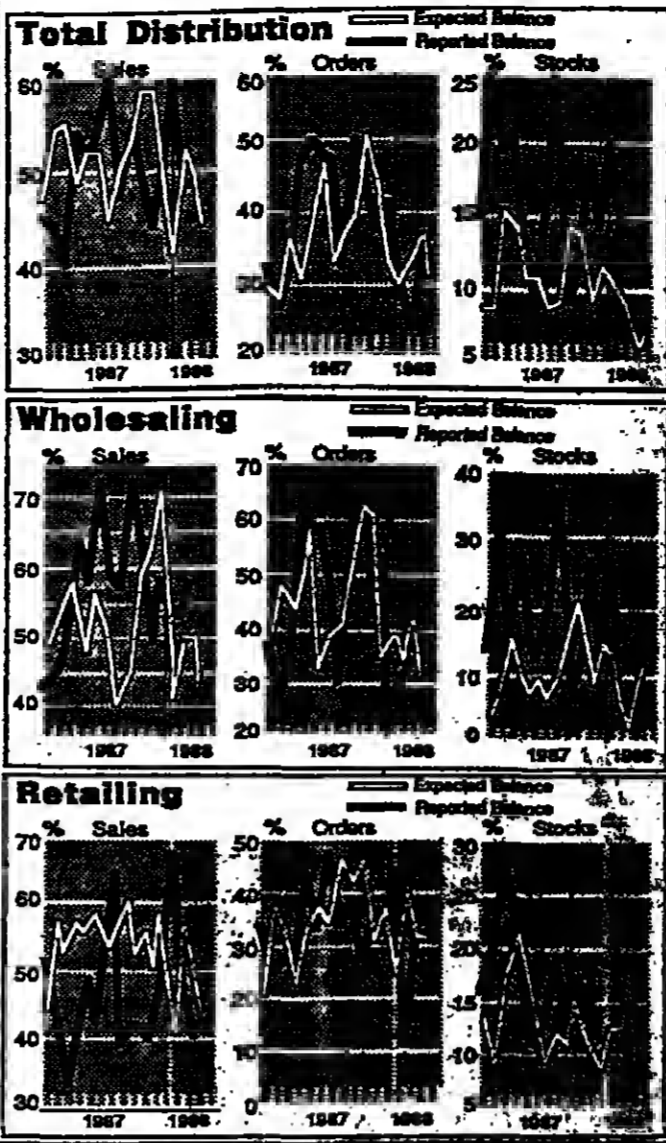
Observers of space policy in the US welcomed news of UK participation. The US Government is expected to put up about three-quarters of total venture costs. Prof John Logsdon, a space policy expert at George Washington University, Washington, said it would have been politically embarrassing had the international space venture gone ahead without the US gaining the support of Britain, its closest ally.

Mr Henry Rzezfeld, a technology consultant in Washington who was formerly chief economist at the US National Aeronautics and Space Administration, said the space station scheme was not without risks.

"But I would have thought that a country like Britain would have felt it would be necessary to get involved if it is not to lag behind in an important area of technology in the future," he said.

British Aerospace is the main UK company likely to benefit from the British announcement. It stands to gain, through formal UK participation in Columbus, an ESA contract for building the polar platform's main part.

However, it can expect competition for this from other European companies such as Dornier of Germany and Matra of France.



Retailers predict slower growth in high street sales

BY RALPH ATKINS

SALES GROWTH in high street shops is forecast to slow this month after buoyant increases during the winter, retailers

"Moderation in the underlying trend of sales growth has been maintained over the first quarter of the year, and it looks as if it will continue into April," said Mr Carr.

The Confederation of British Industry/Financial Times survey of distributive trades shows a marked fall in optimism. Out of 286 retailers questioned, 15 per cent said they expect a fall in sales volumes this month compared with April last year, while 52 per cent expect an increase.

This meant the balance of those expecting a rise in April minus those predicting a fall was only +43 per cent.

That was slightly higher than the forecast for January's sales compared with a year before, but is otherwise more pessimistic than in any month since April 1986, it compares with forecasts of +58 per cent and +51 per cent for February and March respectively.

Mr John Carr, CBI economic director, said that in the second half of 1987 the survey results suggested the underlying rate of retail sales growth was steady.

While year-on-year sales increases have been relatively buoyant over the winter months, this has mainly reflected the unusually mild weather, compared with the bad conditions last year," he said.

The latest survey shows that expected sales growth returned to a modest level in March. The balance of retailers noting an increase compared with March 1987 was +49 per cent in January and February the balance reporting increases were +67 per cent and +46 per cent respectively.

The survey results are slightly at odds with official retail sales figures which in February showed little sign of a slowdown in the underlying growth rate. Provisional figures for March's sales will be published today.

Other economic statistics suggest buoyant retail sales growth in coming months: earnings are rising much faster than retail prices and people are saving less of their incomes. The fall in most of these rates last week and Budget tax cuts are likely to increase consumers' spending still further.

The survey shows chemists the most optimistic about April sales, with stores selling household textiles, furniture and carpets also expected to do well.

Among wholesalers, March's sales volumes were higher than expected, with a balance of +58 per cent reporting an increase compared with the same month last year.

Builders' merchants and food and drink wholesalers reported the largest increases in March. Builders' merchants and wholesalers of electrical insulation material were the most optimistic about sales in April.

Sales growth among motor traders also exceeded expectations in March. The balance reporting an increase compared with the same month a year before was +44 per cent. A balance of +45 per cent expect an increase in April - the most optimistic forecast since April 1986.

Stores and banks 'face conflict on plastic cards'

BY MAGGIE URRY

A CONFLICT between shops and banks about credit cards and electronic transfer of funds at point-of-sale (EFTPOS) is predicted in a study of retail groups.

The report, *Builders and Payments*, is published by Lifferty Publications and sponsored by Price Waterhouse, the accountancy firm. Interviews were held with 37 retailers in seven European countries.

Mr Ron Nivens, author of the report, says merchant discounts are probably doomed. That is where banks take a percentage of the transaction value when a customer uses a credit card. In Britain the discount aver-

ages 2.5 per cent. In some other European countries the percentage is much higher.

"Retailers throughout Europe are becoming increasingly discontented with plastic payment cards because they doubt that the increase in sales is worth the cost," the report says.

One German store chain has stopped accepting credit cards in 20 of its stores as a protesting threat, while in a small French town stores are boycotting cards. *Builders and Payments*, Lifferty Publications, Axe & Bottle Court, 70 Newcombe Street, London SE1 1YT. £2.95.

APPOINTMENTS

Procter & Gamble fills senior post

PROCTER & GAMBLE LTD has appointed Mr John O'Keefe as general manager in succession to Mr Ronald G. Pearce from May 1. Mr O'Keefe will also become managing director. He was general manager-Taiwan with P & G's Modern Home Products company. Mr Pearce leaves the UK to become division manager-Japan.

Mr Geoffrey Barnes has been appointed divisional operations director UK of the flexible packaging division of LAWSON MARDON GROUP (EUROPE). He was managing director of DRG Flexibles.

GEORGE H. SCHOLLES has appointed Mr Richard Thomson as company secretary. He was financial controller at Tiger Tin Products.

Mr Brian Stone, business development manager at Necanco, has taken over from Mr Paul Koocher as chairman of the CAN MAKERS.

HAMMERSON PROPERTY & DEVELOPMENT CORPORATION has appointed Mr James H. Elmslie to the board as group finance director. He was a director of County NatWest.

Mr David N. Robinson has been made group finance director of ADS Co, the parent company of ADS Office Systems Group.

At THIRTY FIVE GROUP Mr Simon Burbridge has been elected to the board with specific responsibility for sales and marketing.

Mr D.A. Green has been appointed finance director of TAYLOR WOODROW. He became a director of Taylor Woodrow Services in 1985 and chairman of the company in 1987. He is also a director of Taylor Woodrow International BV and Taylor Woodrow Investment Inc.

ECGD has made two board appointments: Mr Michael Hewitt will become director of the resource management group and Mr Gerry Brough director of the international group. Mr Hawtin will join from the Treasury on May 16 to replace Mr Fred Chapman, who is going on second-

ment to the Vardiy Corporation as the treasurer (Europe). Mr Brough will replace Mr Bob Kemp who is retiring on June 17. Mr Brough's current responsibilities include country for the American markets and international debt.

Mr Chris Walker has become business development director at ROCKWOOD DISTRIBUTION SERVICES, part of the Rockwood Group. Mr Barry Kitchen has been made operations director.

VERSATEC ELECTRONICS has appointed Mr Bob Brown to its board as marketing director.

H YOUNG HOLDINGS has made Mr J. Foster an executive director. He joined the Young Group on the acquisition of ROC Electronics on February 27 1988.

Mr Donald McGruther has been appointed a partner at GRANT THORNTON's Glasgow office. He will assist in the development and promotion of the firm's insolvency expertise in Edinburgh.

Mr Gordon Cud and Mr Phillip Ashworth have been appointed executive directors of LEX VEHICLE LEASING. Mr Cud is responsible for operations and Mr Ashworth finance.

Mr Mark Rayer has become managing director of FINANCE & INVESTMENT EVENTS.

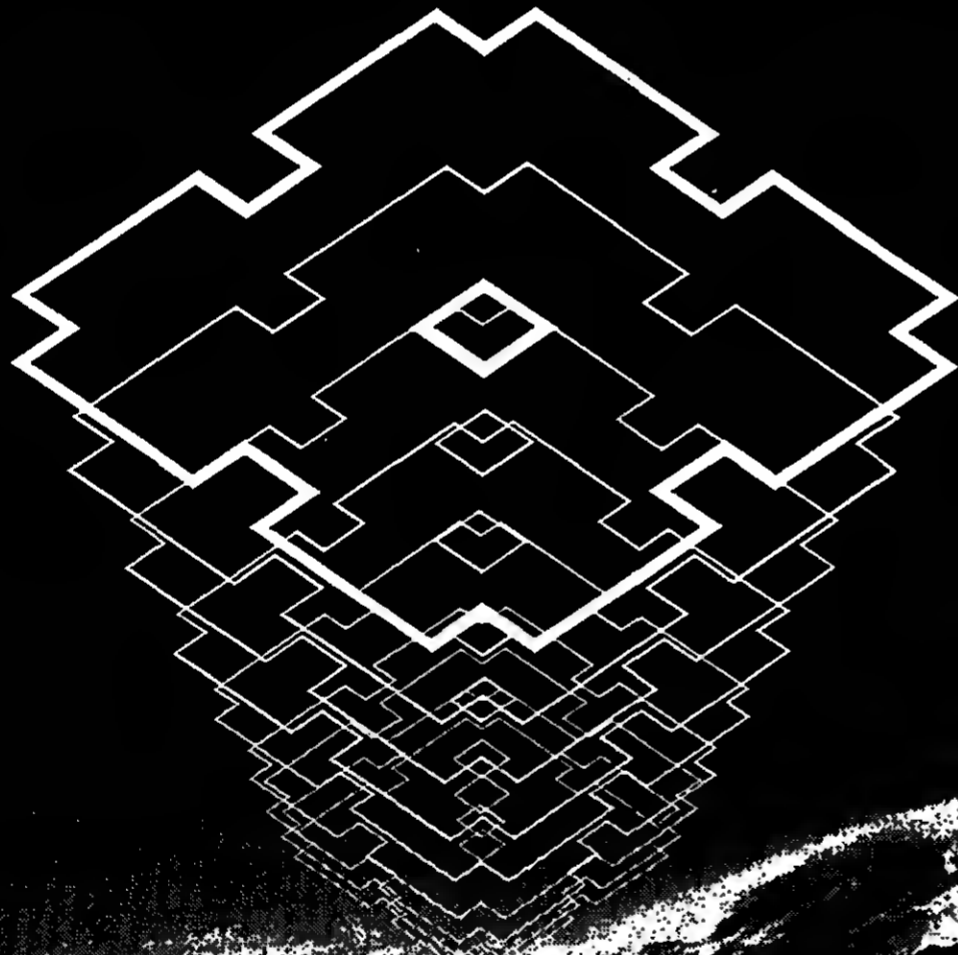
Mr Dave Jones, formerly assistant managing director of HURRANS GARDEN CENTRE GROUP, has been promoted to joint managing director.

MOWLEM MANAGEMENT has appointed Mr Ian Gries as deputy managing director.

WORMALD INTERNATIONAL has appointed Mr Chris Buckley as managing director of its UK operation. He joins from Wormald Engineering.

PRIME ORGANISATION has promoted Mr Howard Rowley from finance director to assistant general manager of Prime Health. Mr David Norman, direct response director, moves to group marketing director of Prime Sales.

Where the emphasis is on initiative



Sumitomo Bank is proud to celebrate its 70th anniversary in London.

SUMITOMO BANK LONDON

OVER THE YEARS
WE'VE SAID
MANY THINGS
ABOUT EUROPE.

BUT THERE'S
ALWAYS BEEN A
SINGLE THOUGHT
BEHIND THEM.

On banking in the Common Market, October 1971:

"Any Bank with international pretensions has, of necessity, endeavoured to strengthen its associations with the Common Market"

"Barclays sees all of Europe as its Home Market. It is now up to us to make certain that we, and our customers, succeed in this new, exciting, but increasingly competitive environment"

John Quinton, Chairman, Barclays Bank PLC

February 1988.

On banking in the European Community, April 1974:

"The financial institutions of the UK are expected to make a major and active contribution to the development of the financial structures in the enlarged Community"

On why it must be yes to Europe, April 1975:

"We in Barclays have no hesitation in believing that it is from within the Community that our potential can best be realized"

On the City's global market, July 1975:

"The EEC role in building new relationships with this fast changing world is crucial"

On why we must stay in the EEC, October 1977:

"We felt we should make our position clear because we had direct operational experience in almost all the countries intimately affected"

On the opportunities in the EEC, October 1981:

"The European Community has become a major factor in British commerce, finance and industry. For Britain adaptation has been substantial and profound"

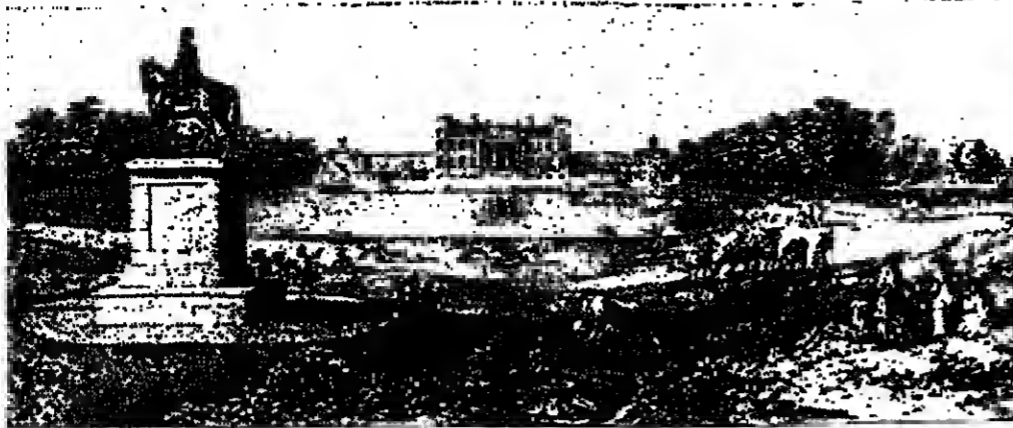


ARTS

Architecture/Colin Amery

French view of the English garden

It was in 1728 that Charles Bridgeman was appointed Master Gardener to King George II. It is generally thought that in reality he worked directly for Queen Caroline, who was an extremely enthusiastic gardener.



One of Rigaud's views of the landscape garden at Stowe

Stowe and Rousham are the two major surviving gardens where Bridgeman worked, but Kent's influence is so strong on those two gardens that Bridgeman's elements can hardly be seen independently.

Stowe and Rousham are the two major surviving gardens where Bridgeman worked, but Kent's influence is so strong on those two gardens that Bridgeman's elements can hardly be seen independently.

Weinreb has overseen the production of this large-scale volume. The book does provide an opportunity to own a full-size copy of a rare set of engravings.

These views provide a welcome opportunity to contemplate the moment of change in landscape gardening

engravings of the world of the 18th century pleasure ground deserve to be on the table of any civilised library.

more formal and geometric approach to landscape design towards the end of this century.

engravings of the world of the 18th century pleasure ground deserve to be on the table of any civilised library.

more formal and geometric approach to landscape design towards the end of this century.

Don Juan/Royal Exchange, Manchester

Martin Hoyte

Molière's unconscious anticipation of the hair's breadth that separates the social critic from the Nietzschean superman, the fastidious from the fascist, is handsomely played out in Manchester.

Julian McGowan's set is well in the proud Royal Exchange tradition: a black platform from whose uneven surface smoke rises from the play's start, a messianic cavern.

revert to my hobby horse, where do the talent scouts for the National and the RSC spend their time? The Irish accentuated peasant throws up a Charlie in Michelle Fairley, accomplished in her fingertips and yet again proving that this company has as keen a nose for young female talent as Don Juan.

Lucia di Lammermoor/Covent Garden

David Murray

For a revival credited to no producer at all, the latest Royal Opera Lucia does remarkably well.

Edita Gruberova in the title role



Edita Gruberova in the title role

Her delivery and timing, both musical and dramatic, are virtuoso: her Mad Scene is a tour-de-force as marvellous as her Zerbinetta scene in Strauss's Ariadne.

Her delivery and timing, both musical and dramatic, are virtuoso: her Mad Scene is a tour-de-force as marvellous as her Zerbinetta scene in Strauss's Ariadne.

Her delivery and timing, both musical and dramatic, are virtuoso: her Mad Scene is a tour-de-force as marvellous as her Zerbinetta scene in Strauss's Ariadne.

Beatrice Cenci/Elizabeth Hall

Max Loppert

With the world premiere of Beethoven's opera Beatrice Cenci, presented in concert on Saturday by Lantano, an extraordinary and rather unappreciated chapter in British operatic history has finally been brought to a satisfactory end.

With the world premiere of Beethoven's opera Beatrice Cenci, presented in concert on Saturday by Lantano, an extraordinary and rather unappreciated chapter in British operatic history has finally been brought to a satisfactory end.

With the world premiere of Beethoven's opera Beatrice Cenci, presented in concert on Saturday by Lantano, an extraordinary and rather unappreciated chapter in British operatic history has finally been brought to a satisfactory end.

With the world premiere of Beethoven's opera Beatrice Cenci, presented in concert on Saturday by Lantano, an extraordinary and rather unappreciated chapter in British operatic history has finally been brought to a satisfactory end.

Messiah/Barbican Hall

Richard Falkman

Either the voltage was down, or our expectations after Roger Norrington's electric performances in London recently have raised expectations too high.

Either the voltage was down, or our expectations after Roger Norrington's electric performances in London recently have raised expectations too high.

Either the voltage was down, or our expectations after Roger Norrington's electric performances in London recently have raised expectations too high.

Princess Ivona/Lyric Studio

Martin Hoyte

With the Scott Moncrieff Prize, for the best translation of a 20th century French work into English, has been won by New Zealand Ms Robyn Marsack.

With the Scott Moncrieff Prize, for the best translation of a 20th century French work into English, has been won by New Zealand Ms Robyn Marsack.

With the Scott Moncrieff Prize, for the best translation of a 20th century French work into English, has been won by New Zealand Ms Robyn Marsack.

With the Scott Moncrieff Prize, for the best translation of a 20th century French work into English, has been won by New Zealand Ms Robyn Marsack.

Arts Guide

April 15-21

Saleroom/Susan Moore

All eyes on Turner

Advertisement for Financial Times Europe's Business Newspaper, featuring the headline 'No 1 in the Sky' and statistics about readership.

- Arts Guide listing: Music, PARIS, Ensemble Instrumental a Sol Voci, Ensemble Vocal of Nestlé and Ensemble Orchestral de Paris.

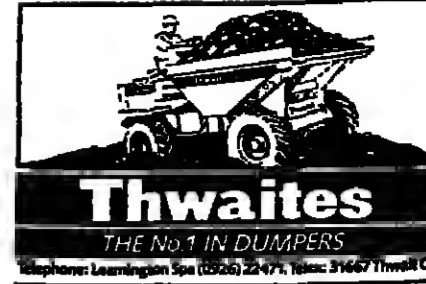
- Arts Guide listing: NEW YORK, Alfred Brendel (Carnegie Hall), Richard Kapp music director.

Today at 11am one of J.M.W. Turner's most highly developed Venetian watercolours, painted under the banner at Phillips, is an atmospheric view of the Grand Canal with S. Maria della Salute set against a brooding, storm-set sky and glowing yellow sunset.



SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Monday April 18 1988



INTERNATIONAL BONDS

Eurodollar prospects clouded by US trade figures

LAST THURSDAY'S US trade statistics, which confounded predictions and triggered another period of distress for the dollar and US Treasury bonds, have inevitably called into question - yet again - the prospects for the Eurodollar bond market.

Investors agonised over whether to dump or hold dollar-denominated securities as the currency retreated to its lowest levels since January, forcing central banks into action in a substantial support operation.

The nerves in the sector early last week, ahead of the Washington Group of Seven meeting and the trade figures, made Bankers Trust's \$350m deal for the European Community look plucky, to say the least.

Market conditions were markedly different from the calm, even bullish climate into which Merrill Lynch launched a \$350m deal for Sweden in January.

However, while the Sweden deal had a 10-year maturity, last week's EC issue has a mere 2 1/2-year life. This was cited by syndicate managers as the key to its

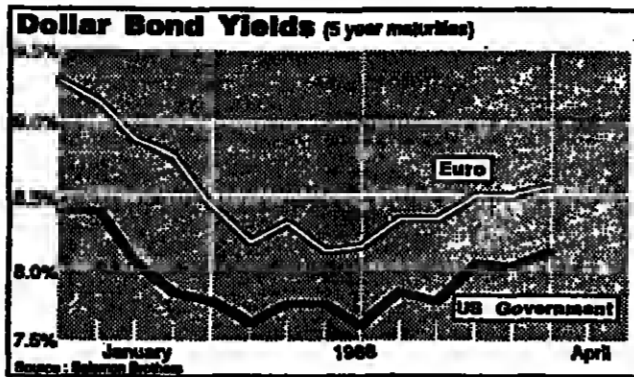
success against the odds. Investor behaviour has been erratic since the crash, yet one trend clearly discernible has been a retreat to the shorter end of the yield curve for defensive aims.

This is clear from the US Treasury market, where there has been acute volatility at the longer end.

The half-wether long bond shed more than a full point on Thursday's trade news before finding support, and fluctuated widely again on Friday.

The pattern is also apparent in the Eurodollar market, which has shown surprising resilience lately to the light of the Treasury market's woes.

With new paper scarce, dealers are loath to carry short positions in Eurodollars. "If you short Eurodollars, believe me, you will never get them back," said one trader. This helped the EC deal.



The triple-A name of the borrower also ensured extremely good demand from European central banks, which always have room in their portfolios for sovereign issues. The deal was trading at a discount of 1 late on Friday, still within its total 1 1/2% fees. So the message for syndicate managers contemplating a fixed-rate Eurodollar bond launch appears to be: make it short.

Whether any new issue teams will feel brave enough to contemplate doing so this week is a moot point. Until the foreign exchange markets recover from their latest turn and investors believe some kind of credible trading floor for the dollar has been established, the sector seems likely to languish. Dealers said many investors decided last week that the time

was ripe to move into the higher-coupon currencies. Just before Easter, it was the Canadian dollar sector which lured most disaffected US dollar investors.

However, the sector is also the first to suffer from weak US dollar fallout and prices eased last week, following a fall in Canadian government bonds.

Growing confidence in Australia's economy and currency, however, enabled the Eurobond market in that currency to shrug off any negative impact from other dollar sectors. A total of \$850m was issued last week in eight new deals, three launched within minutes of each other on Friday.

Sector specialists forecast a return to the limelight for Australian dollars, which were the vogue among Continental retail investors last year. An attractive series of swap windows prompted most of the deals, with borrowers achieving rates between 30 to 35 points below London interbank offered rate on five-year deals.

The rush of issues has meant an inevitable tightening of swap spreads, although syndicate managers said that top quality borrowers could probably still get similar rates.

Westpac's deal for Societe Generale and BNP Capital Markets' issue for its parent were both going well late on Friday, trading at discounts of 1% and 1.50% respectively, within their 2 per cent fees.

The favoured issue, however, was Deutsche Bank Capital Markets' deal for Unilever, which was trading at a discount of 1, easily within its 2 per cent fees.

Toronto Dominion last week added both Australian and New Zealand dollars to the list of currencies in which it has borrowed recently.

The NZ dollar issue met an enthusiastic response and could trigger a few more this week. However, the sector is small and even a couple of more issues could cause a logjam.

Dominique Jackson

W Germany to list companies outside insider trading rules

BY HAIG SHMONIAN IN FRANKFURT

WEST GERMAN companies which have not accepted agreed insider trading rules will be singled out in the daily official record of the country's eight stock exchanges from the beginning of next month.

At present, only those companies which have recognised insider trading recommendations drawn up in the 1970s are picked out in the market authorities' daily reports.

Over 90 per cent of leading German public companies have now accepted the rules, according to the Federation of German Stock Exchanges.

The new listing arrangement, which reflects the increasing attention now being paid to insider trading in Germany, will specifically draw attention to groups which have failed to take action.

According to the Federation, all German publicly quoted companies should now accept the voluntary insider regulations.

However, its enthusiasm stems from more than just a desire for greater investor protection. Insider trading is not legally forbidden in Germany, and German financial markets, like some others in the European Community, have come increasingly under fire for their lack of a legally based ban and of a statutory supervisory authority for securities.

Recent plans by the EC Commission in Brussels to harmonise insider trading rules have been widely criticised in Germany.

Only if German companies fully back the voluntary insider trading rules will it be possible to avoid a legally based regime, says the Federation.

EUROCREDITS

Changing perceptions and Hungary's new loan

HUNGARY'S STANDING has fallen in the eyes of international bankers over the last 18 months, but a new \$200m loan which goes into syndication today should provide generous enough terms to ensure a reasonable reception.

The loan for the National Bank of Hungary will mature in eight years, with repayments of principal starting after a five-year grace period.

The margin over London interbank offered rate will be 1/2 percentage point for the first five years and 3/4 point thereafter.

A seven-bank group, led by Deutsche Bank Luxembourg as general co-ordinator, has underwritten the transaction.

The other banks include Arab Banking Corporation, Bank of Tokyo International, Creditanstalt-Bankverein, Dai-ichi Kan-

gyo Bank, First Chicago and IBJ International. The terms reflect both a deterioration in the perception of Hungary since it last came to the market and a more general reassessment of bankers' views about the value of lending to sovereign borrowers.

In contrast to lending to corporate borrowers, there is little spin-off in the way of other business.

The last time the Hungarians came to the syndicated loans market, in May last year, they won a 1/2 point margin over eight years. In February 1987, they had even achieved a 1/4 point margin.

This year, Hungary had apparently resisted the inclusion of the 1/2 point element in the loan, but its bankers clearly prevailed. Hungary has been a heavy bor-

rower - its gross hard currency debt is close to \$10bn - and most banks do not have much room within their credit limits for additional loans to the country.

This is recognised in the way the credit is being syndicated. Lead managers are being sought at a \$10m level for fees of 60 basis points, and fees for banks lending less than \$5m are at the basis point level.

Indeed, some bankers were holding out the possibility that the loan might be increased. The decision to pay more for a successful syndication suggests that the Hungarians were persuaded that the tactic should improve prospects for them when they return to the market, possibly later this year.

The country needs \$2.5bn in Western loans in 1988, of which

Table with 5 columns: Primary Market, Secondary Market, Euroclear, and Total. Rows include US\$ and Sfr. Source: AIBD. Week to April 14, 1988.

Obchodni Banca carried a margin of 1/4 point. As expected, this was clearly too tight for most of the usual lenders in the international loans market.

Besides First Chicago, which arranged the deal, the group comprises Banque Nationale de Paris, Zentralsparkasse of Austria, and three Soviet banks - Moscow Narodny, the International Bank for Economic Co-operation and the International Investment Bank.

In the corporate sector, S.G. Warburg is arranging a \$200m multi-option facility for APV, a British manufacturer of food processing machinery.

The \$150m committed portion carries a facility fee of 8% basis points, a margin of 15 basis points, and utilisation fees of 2%

bests points if drawn more than 35 per cent, and 5 basis points if drawn more than 71 per cent.

Terms for a \$100m three-year revolving credit for Wyse Technology, the San Francisco computer products maker, are said to include a 30 basis points commitment fee and a margin of 1/2 point. It was one of four deals launched last week by Credit Suisse First Boston.

Elsewhere, Rautavaara, the Finnish steel maker, is said to be raising \$100m-150m over seven years, while Atr India is assessing bids for a \$150m, 10-year facility carrying a state guarantee.

The \$150m financing for Reuters, arranged by Warburg, is likely to be increased to \$200m.

Stephen Fidler

Ciba-Geigy reviews share registration

BY JOHN WICKS IN ZURICH

THE BOARD of Ciba-Geigy, the Swiss chemical and pharmaceutical group, wants to tighten its statutory restrictions on the registration of registered shares.

This is the latest in a series of similar moves by Swiss companies to protect themselves against unfriendly takeovers.

The board of the Basle parent will propose to shareholders at the May 4 annual meeting that no single natural or legal person should be able to hold more than 2 per cent of total registered share capital. This maximum had previously been set at 5 per cent.

At the same time, the company would be able to rescind entries in the share register in cases where the shares had been

"obtained under false pretences." This is intended to hinder the use of nominees to purchase registered shares.

Registered shares can be bought only by Swiss beneficiaries. These would be specified in the amendments now being proposed to the articles of association as "natural persons with Swiss citizenship and legal persons with headquarters in Switzerland and controlled by Swiss citizens."

The share capital of Ciba-Geigy is made up of some 3.51m registered shares, 750,000 bearer shares and 1.1m participation certificates, all of Sfr100 nominal value.

Advertisement for Oesterreichische Kontrollbank Aktiengesellschaft. U.S. \$200,000,000. 8 1/8% Guaranteed Notes due 1993. Guaranteed by The Republic of Austria. Lists various banks and financial institutions.

Advertisement for RHÔNE-POULENC S.A. Multi-Option Financing Facility. US\$ 325,000,000. Arranged by BNP Capital Markets Limited. Lists various banks and financial institutions.

INTERNATIONAL CAPITAL MARKETS

UK GILTS

Dealers deprived of reliable data

LAST WEEK promised to be the first opportunity since the Budget for the gilt-edged securities market to assess the course of the economy. Yet from the market's point of view, the faces conspired once again to deprive it of any reliable economic data on which to trade.

Gilts with maturities of about 15 years ended the week trading on a price basis, after a week of some buying.

The end-week firmness of sterling had some commentators speculating about another cut in base rates, but this has to be seen as unlikely, given that this Thursday's money supply figures seem certain to show both M0 well outside its approved range and a further strong growth in lending.

The spread between gilts and US Treasuries narrowed considerably, though not because UK interest rates moved down but because of a sharp rise in the bond market.

The production series is notoriously erratic. Contained in Friday's figures was a revision to the manufacturing index for January. Initially, the Central Statistical Office has said the index rose 0.5 index points in January, the revision increased that estimate by 0.4 index points. When a revision is greater than the initial estimate, what value the figure in the first place?

That said, the CSO lowered its estimate of the underlying rate of growth of manufacturing from 6 1/2 per cent to 5 1/2 per cent. Any distortions it could think of to explain the fall in output - seasonal adjustment, the Ford strike - were not enough to explain it fully.

Given the uncertainty surrounding the credibility of the industrial production figures, the numbers for productivity and unit labour cost were rendered virtually meaningless. A degree

of doubt also surrounded the numbers for average earnings. The annual growth in earnings in manufacturing for February fell from 8 1/2 to 8 1/4, confounding market pundits who had thought the rate would, at best, stay unchanged or, at worst, rise.

The effect of the Ford strike and other strikes in the motor industry, a slightly lower level of overtime worked, and a decline in the level of back-dated pay paid during the month appear to be key factors behind the fall.

Other significant statistics for the real economy were unemployment and vacancies. In March, seasonally-adjusted unemployment contracted by 27,800 to 2.5m. Vacancies, although 15 per cent higher than a year ago, also fell for the fourth consecutive month.

The average fall in unemployment in the past six months has been of the order of 44,600 and this, taken with the apparent trend in vacancies, suggests an easing of pressures in the labour market.

So what does all of the above amount to? A cautious assessment would have to admit that there seems to have been a slowdown in manufacturing production and that this appears to be reflected in a slowing in the rate of take-up of the unemployed into employment.

The critical question, however, is whether a reduction in activity is occurring because of a generalised reduction in the rate of growth in domestic demand, or because UK industry is losing competitiveness.

Today's retail sales figures should provide an indication of the state of demand, while Thursday's money supply data should provide an indication of the strength of borrowing and, given that M0 is a coincident indicator of activity, a reading of the profile of nominal growth as well.

These statistics are expected to confirm buoyant consumer demand, another large rise in lending and the Treasury's key monetary indicator, M0, running above target.

This does not appear the best environment in which to cut interest rates, notwithstanding sterling's strength; nor does it seem cause for altering the current strategy of buying at the bottom of the trading range and selling at the top.

Simon Holberton

US MONEY AND CREDIT

Bonds buckle under array of problems

THE ONLY positive influence on the US bond market last week was the vulnerability of the stock market: small comfort indeed.

Bond prices had held up remarkably well in the early part of last week, in spite of stronger than expected retail sales in March and a spurt in crude oil prices on news that the Organisation of Petroleum Exporting Countries is planning to discuss with non-Opec oil producers ways to boost prices.

One reason for the market's apparent resilience was the usual desire not to pre-empt any news emerging from a meeting of the Group of Seven leading industrial nations. More important, however, was the feeling that good trade figures last Thursday would lay to rest the latest bout of dollar vulnerability.

In the event, the G7 communiqué published last Wednesday afternoon amounted to a restatement of previous commitments to currency stability although, by some accounts, a more eager public relations effort seemed to have been put on to convince the press and the markets that the mood was highly optimistic.

By Thursday night, in the wake of a surprisingly bad set of US trade figures - of which the G7 central bankers and finance ministers seemed not to have been aware the day before - emergency talks were being held

to formulate a strategy to stabilise world financial markets.

The fall in bond prices on Thursday was limited by the plunge of more than 100 points in the Dow Jones Industrial Average. Central bank intervention to support the dollar helped to a limited extent.

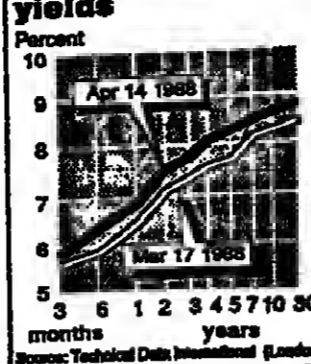
However, as the equity market rebounded last Friday and the dollar remained weak - in spite of the well-publicised and aggressive intervention by G7 central banks - bonds were hit again by news of a 0.5 per cent jump in producer prices in March. The yield on the Treasury's key 30-year 8.875 per cent bond jumped to within a whisker of 9 per cent, its highest level since the middle of January.

The array of problems faced by the bond market look remarkably similar to those which finally cracked the confidence of the stock market last October: persistent large monthly trade deficits, a falling dollar, worrisome inflation and rising interest rates.

Credit market economists at Smith Barney say only two things might help the bond market at the moment.

One would be a significant fall in commodity prices in response to fears of a substantial tightening in monetary policy by the Federal Reserve. Yet there are some formidable obstacles in the

US Treasury yields



way of any substantial Fed tightening: one, at least short-term, barrier is last week's evidence of chronic vulnerability in the stock market.

The second factor which could help the market is the US presidential election, making it politically very difficult to force interest rates higher. The next meeting of the Federal Open Market Committee is on May 17.

Yet paradoxically, perhaps only a sharp stock market fall could save the bond market in the longer term.

The story told by last week's trade figures is a worrying one because it suggests the propensity of the US to suck in imports is now partially a structural one which cannot be addressed simply by further (inflationary) declines in the dollar.

Basically, with some pockets of manufacturing industry rearing up against capacity constraints and with domestic demand still strong, imports are boosted in two ways.

First, if American industry cannot satisfy US demand for goods, that demand will have to met from abroad. Secondly, it looks as if imports are going to be swelled significantly as manufacturing industry imports capital equipment in an attempt to expand capacity. This takes time.

International policy co-ordination still faces the perennial problem of trying to keep the dollar stable through intervention alone - given the reluctance of G7 countries besides the US to ease monetary policy because of inflation fears - until global trade imbalances improve.

This has never proved an easy task and the prospect, yet again, of central banks trying to back the market through intervention is unsettling for both stocks and bonds.

The bond market will be watching the Fed closely over the next few weeks. With renewed evidence of inflation and continuing strong economic growth, will the Fed tighten further, risking a crisis of confidence on the equity market?

Or will it be forced to give in to a sliding dollar and so possibly exacerbate those inflationary fears?

A number of key economic statistics are due to be published this week. With them are the consensus forecasts from economists polled by Money Market Services of Redwood City, California.

Capacity utilisation in manufacturing industry (Monday) is expected to have been little changed or slightly lower than February's rate of 82.5 per cent. The median forecast is for a rate of 82.4 per cent with a wide range of forecasts from 82.1 per cent to 82.8 per cent.

Housing starts for March (Tuesday) are expected to have been about 1.52m units, only a little higher than February's preliminary 1.48m.

Consumer Price Index for March (Wednesday) is expected to have risen by 0.4 per cent after gaining 0.2 per cent in February. Around this consensus forecast is a range of 0.3 per cent to 0.5 per cent.

Desirable goods orders (Friday) are expected to have risen by 1.5 per cent in March, according to the consensus. Forecasts range widely from zero growth to 3 per cent growth. Orders are expected to have been boosted last month by several large orders placed for civilian aircraft.

Janet Bush

Legal hitch for Finnish options

FINLAND'S NEW options exchange (SOM) has run into unexpected legal problems which have prevented it from beginning operations today as planned.

The SOM's initial product, the FOX weighted "basket" of options on 25 leading Finnish shares, has fallen foul of a law that forbids prices and wages from being linked to indices. Following an adverse ruling by a Justice Ministry panel, the SOM decided to postpone the start of operations indefinitely.

Meanwhile, the Finnish Government last Friday drafted a rapid amendment to the law in order to allow index-linked options, which is expected to pass through parliament in two weeks. The SOM said "continue to practise operations" until the amendment is passed.

The law forbidding linkage dates back to the period of high inflation in the 1950s, when wages were routinely linked to cost of living indices. The SOM had interpreted this as not applying to its FOX basket options, because other similar products, including currency baskets, are allowed. According to the board, ruling index-linked options and index-linked futures are illegal and void if settlement is in cash.

Options exchange (SOM) has run into unexpected legal problems which have prevented it from beginning operations today as planned.

Meanwhile, the Finnish Government last Friday drafted a rapid amendment to the law in order to allow index-linked options, which is expected to pass through parliament in two weeks. The SOM said "continue to practise operations" until the amendment is passed.

Olli Virtanen

US MONEY MARKET RATES (%)

Table showing US Money Market Rates (%) for various instruments like Fed Funds, Treasury bills, and commercial paper.

US BOND PRICES AND YIELDS (%)

Table showing US Bond Prices and Yields (%) for various government bonds.

NRI TOKYO BOND INDEX

Table showing NRI Tokyo Bond Index performance over time.

Source: Salomon Bros (estimated)

Source: Nomura Research Institute

FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bond service details, including issuer names, denominations, and yields.

STRAIGHT BONDS: Yield to redemption of the mid-price. Amount based is expressed in millions of currency units except for Yen bonds, where it is in billions.

FLATING RATE NOTES: US dollars unless indicated. Margin above six-month offered rate for US dollars. C.c.p.s - current coupon.

WARRANTS: Equity warrant, prem - warrants premium over current share price. Bond warrant, ex - ex-coupon yield at current warrant price. Closing prices on APRIL 15.

© The Financial Times Ltd, 1968. Reproduction in whole or in part in any form not permitted without written consent. Data supplied by Association of International Bond Dealers.

Teollisuuden Voima Oy advertisement. Includes logo, company name, and financial details: 'This announcement appears as a matter of record only. 15th April, 1968. New Issue. ¥10,000,000,000. 5 1/2 per cent. Bonds Due 1996. Issue Price 101 3/4 per cent.' Lists various international banks and financial institutions.

UK COMPANY NEWS

Beazer hit by further Koppers court injunction

BY NIKKI TAIT

Koppers, the Pittsburgh-based building materials and chemicals company which is fighting an unwanted \$1.7bn bid from British building group Beazer, has won a further court injunction against its aggressor.

On Friday, in Pittsburgh, Judge Maurice Cahill granted Koppers a preliminary injunction blocking the offer, on the grounds that the bid may be in violation of the Williams Act on three counts.

On Friday, in Pittsburgh, Judge Maurice Cahill granted Koppers a preliminary injunction blocking the offer, on the grounds that the bid may be in violation of the Williams Act on three counts.

Lep takes control of Nat. Guardian

By Nikki Tait

Lep Group, the freight forwarding, transport and property company, has acquired a controlling interest in National Guardian Corporation, a US security services company.

Restructuring benefits begin to flow at OIS

Oilfield Inspection Services, taken over in March by a consortium headed by Mr Paul Bristol, incurred a pre-tax loss of £134,000 for 1987 compared with a loss of £982,000 the previous year.

significantly restructured and this has produced rapid improvement in the financial position.

Windsor Sec £1.2m expansion

Windsor Securities is continuing to expand its retail insurance broking activities with the £1.2m acquisition of Burns, Burr, based in Richmond, Surrey.

shares and have agreed to retain 265,518 of these for at least 12 months.

Renaissance

Renaissance Holdings has acquired 163,706 ordinary shares in Advansys, an unquoted UK computer services company.

BOARD MEETINGS

Table listing board meetings for various companies including Anglo American, British Petroleum, and others.

PENDING DIVIDENDS

Table listing pending dividends for companies such as Allied Lyons, BOC, and others.

Suchard asks to meet Rowntree

By Nikki Tait

SWISS coffee and confectionery group, Jacobs Suchard - which last week snapped up 26.7m shares in Rowntree, the UK sweets manufacturer, to take its stake to 14.9 per cent.

In a letter, group chairman Mr Klaus Jacobs, has told the British company that "as a new significant investor", Suchard is looking for an opportunity to meet Rowntree "in order to develop a relationship commensurate with our new status".

Capital and Regional Properties climbs

Pre-tax profits at Capital and Regional Properties were more than trebled from £181,614 to £453,115 in the year to December 25 1987.

David Waller looks at the UK's largest hospitality company THF turns its attention to Europe

THE LIFE of Charles Forte, the 80-year old chairman of Trust House Forte, is imbued with romance. That of Rocco, the chief executive of the hotels group and the chairman's son, is not.

From humble origins as the proprietor of a milk bar in Regent Street, Charles - now Lord Forte - weathered internment during the war, a bruising merger with Trust Houses in 1970, and the storm of the English Establishment during the 25 yet unfinished battle for control of the world's largest hotel and catering groups.



Rocco Forte emerged from his father's shadow

His 43-year old son, schooled at Downside and Cambridge and in the arid disciplines of accountancy, succeeded as chief executive in March 1982. The question which then troubled City analysts was whether Rocco, mild-mannered and quietly-spoken, had quite the mettle to drive THF forward into the next century.

Two recent transactions suggest that Rocco has emerged from his father's shadow. Last month THF acquired control of hotel and restaurant group Kennedy Brookes within hours of the £27.2m takeover.

But hotels account for the bulk of group profits - nearly 70 per cent of operating profits of £297m last year. Of that, 56 per cent came from the group's UK hotels.

But hotels account for the bulk of group profits - nearly 70 per cent of operating profits of £297m last year. Of that, 56 per cent came from the group's UK hotels.

has bought 4-star hotels in Milan, Fuigi and Nuremberg and has won consent to build the first 4-star hotel at the Leonardo da Vinci airport in Rome.

Before the process of geographical expansion is long underway, THF will have completed a major re-think on the branding of its hotels, both in the UK and overseas.

acquisitions, complicates the issue. According to Paul Slatery of brokers Kleinwort Grierson, "it is simply not possible to impose a product uniformity on hotels which range from a Tudor inn to a Georgian town house to a modern tower block."

With the help of Satchi and Satchi, THF is searching for internationally applicable brands to identify ways of segmenting the market for business travellers, where THF meets head-on competition from Holiday Inn, Landro/Elton and Crest.

At the top end of the bottom of the market, THF is more decided. THF's clutch of "exclusive" hotels - like the Grosvenor House in London and the Plaza Athenee in New York - will remain unbranded by brand. The 2-star, "budget" hotels are all to fall under the Travelodge banner.

"We don't give enough indication by brand of the different level of comfort and facility available in our hotels," says the deputy chief executive, speaking of the UK portfolio.

Country and New Town returns to the black

Country and New Town Properties, which is undergoing a reorganisation, returned to taxable profits for the five months to the end of December 1987.

With gross rental income of £4.55m and surplus on sale of properties of £1.75m, profits were £278,000 compared with a loss in the previous six months of £2.68m.

GRANVILLE SPONSORED SECURITIES table with columns for Company, Price, Change, etc.

Courtauld's buy

Courtauld's is buying Scottish-based Matthew Organics, a pharmaceutical intermediates manufacturer, from John Matthew for £2.25m cash.

Issue of up to £250,000,000 Floating Rate Notes 2000 advertisement for ABNEY NATIONAL BUILDING SOCIETY.

The Charities Official Investment Fund Annual Report 1987 advertisement with performance statistics.

The Charities Deposit Fund Annual Report 1987 advertisement with performance statistics.

Twelfth Year of Record Growth advertisement for Bowthorpe Holdings.

Bowthorpe Holdings advertisement with company details.

FT Share Service advertisement listing various investment services.

CREDIT FONCIER DE FRANCE advertisement for floating rate notes.

OKOBANK advertisement for floating rate notes.

HANDLEY-WALKER GROUP plc advertisement for placing shares.

FINANCIAL TIMES STOCK INDICES table showing various market indices.

Irving Bank Shareholders: Can You Really Afford Not to Support The Bank of New York?

The Annual Meeting of Irving Bank Corporation is only a few days away—April 21. In our opinion you should vote to maximize your economic interest in Irving by signing and returning the GOLD Bank of New York proxy card today.

The Bank of New York Company, Inc. has made an offer to exchange 1.575 shares of Bank of New York common stock, plus \$15.00 in cash per common share of Irving. On April 12 this offer was worth **\$68.35** per share.

Let's see what independent banking analysts—who make a living analyzing financial statements and market movements—had to say about our offer and the possible trading price of Irving Bank without our offer.

"Without takeover speculation, Irving stock could be trading in the low 30s."

—Thomas Au, Value Line Investment Survey,
March 18, 1988^a

"...Irving's stock would fall to the 30s without a takeover bid..."

—Mark Alpert, CFA and Mark Lynch,
Bear Stearns Investment Summary,
March 4, 1988^b

"BK (Bank of New York) has offered to acquire the entire company (Irving Bank) for a price that we estimate is about 80% above the level Irving's stock would trade without takeover speculation. BK's offer is a good one for Irving's shareholders and obviously much better than a theoretical breakup value^c that's only worth the paper it's printed on."

"...some of the statements and actions by Irving's management and Board of Directors since the hostile takeover effort began, including the recent letter to shareholders, have been amazingly naive, misleading, and raise the question, in whose interest is the management and Board of Directors working? If I was an Irving shareholder, I would be disgusted with my Board of Directors, and vote for The Bank of New York slate."

—Thomas K. Brown, BankNotes,
Smith Barney & Co.,
March 30, 1988^d

Both the Federal Reserve Board and the New York State Banking Board unanimously approved our application to acquire Irving^e. Despite extensive arguments made by Irving's management opposing the acquisition, these regulators concluded that the combined company will be financially sound.

Please consider the financial fundamentals of our proposed transaction when making your voting decision. By giving us your valid GOLD proxy, you are voting for a slate of directors dedicated to providing you with the opportunity to accept The Bank of New York offer. In our opinion you should vote to protect and maximize your financial interest. Vote the GOLD proxy card today.

IMPORTANT

The Annual Meeting of Irving Bank is April 21—only days away. Your GOLD proxy must be received in time to be voted at the meeting. Even if you have voted on Irving Bank's blue proxy, you have every legal right to change your vote by sending in a later dated GOLD proxy to us today. If your shares are held in street name and you need assistance in voting, please contact our proxy solicitors:

THE CARTER ORGANIZATION, INC. MORROW & CO.
1-800-365-5500 1-800-634-4458

Sincerely,



J. Carter Bacot
Chairman of the Board
The Bank of New York Company, Inc.

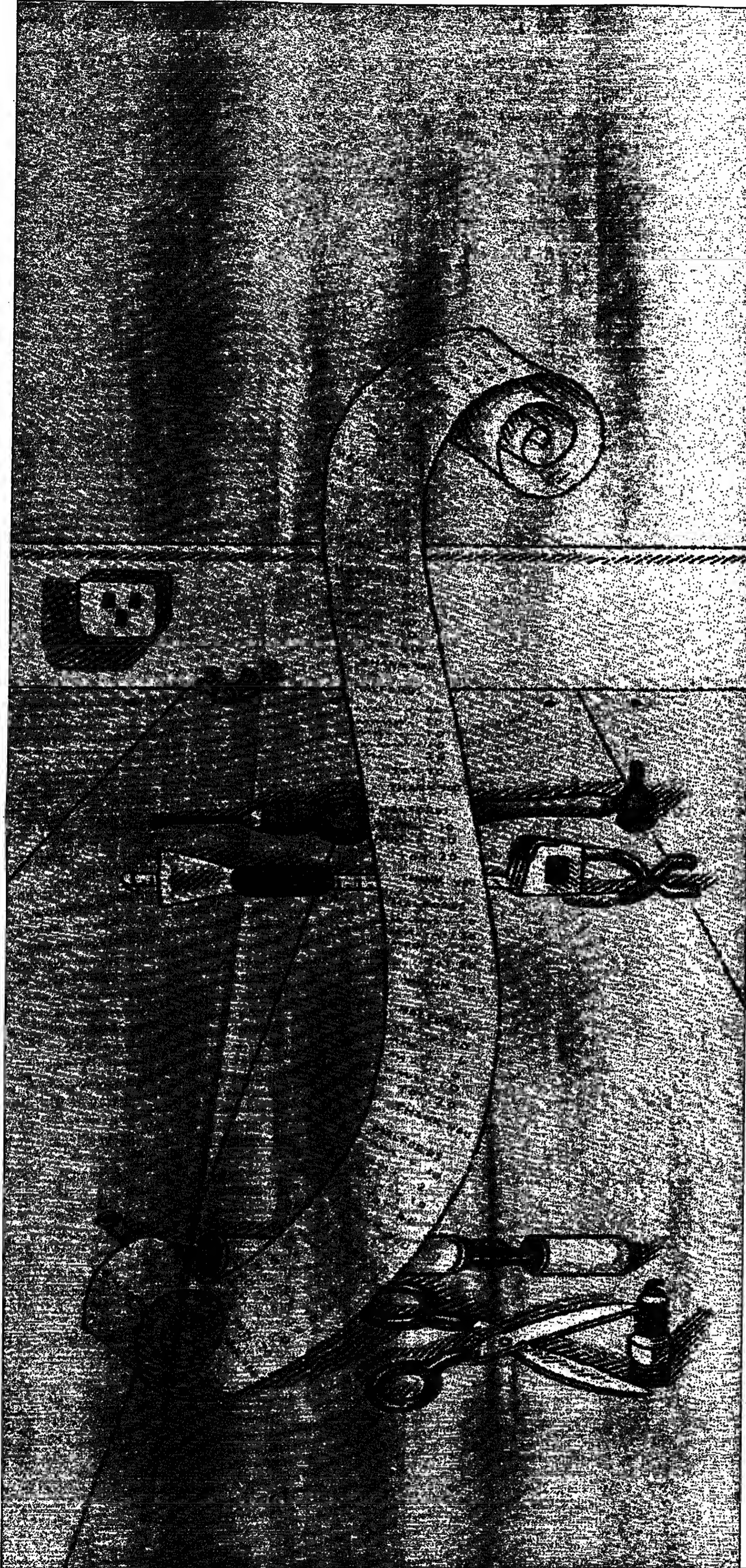
^aPermission to quote as proxy soliciting material neither sought from nor granted by the authors. Use does not imply endorsement of The Bank of New York's offer or its nominees. In each case, these materials discuss the value of Irving Bank stock in the context of considering Irving Bank as an investment alternative. Each of these analysts issues reports concerning Irving Bank and The Bank of New York from time to time.

^bBear Stearns & Company is associated with the specialist in the shares of The Bank of New York. That specialist (a) may have a position in the security; and (b) may be on the opposite side of public orders executed on the floor of the exchange.

^cReferring to a study provided by the investment banker for Irving Bank which estimated the aftertax value of Irving's businesses and assets at \$82-\$107 per share.

^dThe approval of the Federal Reserve Board was granted subject to conditions relating to capital adequacy and other matters which The Bank of New York believes it can satisfy fully and promptly.

THE BANK OF NEW YORK COMPANY, INC.



**ANOTHER
RECORD YEAR
FOR
WARD WHITE.**

TURNOVER

£755 MILLION UP 35%

PRE-TAX PROFIT

£65.5 MILLION UP 59%

**EARNINGS PER
ORDINARY SHARE**

30.8p UP 29%

**DIVIDENDS PER
ORDINARY SHARE**

8.75p UP 17%

**HALFORDS
PAYLESS DIY WHITLOCK**

WARD WHITE 
THE BUSINESS OF GROWTH

The Directors of Ward White Group plc are the persons responsible for the information contained in this advertisement. To the best of the knowledge and belief of the Directors (who have taken all reasonable care to ensure that such is the case) such information is in accordance with the facts and does not omit anything likely to affect the import of such information.

This advertisement is issued by County NatWest Limited on behalf of Ward White Group plc.

LONDON RECENT ISSUES

EQUITIES

Table of recent equity issues with columns for Issue No., Issue Date, Issue Price, and various market metrics.

FIXED INTEREST STOCKS

Table of fixed interest stocks with columns for Issue No., Issue Date, Issue Price, and various market metrics.

"RIGHTS" OFFERS

Table of rights offers with columns for Issue No., Issue Date, Issue Price, and various market metrics.

Specialist data usually last day for delivery... Includes information on dividend dates and other financial details.

FT UNIT TRUST INFORMATION SERVICE

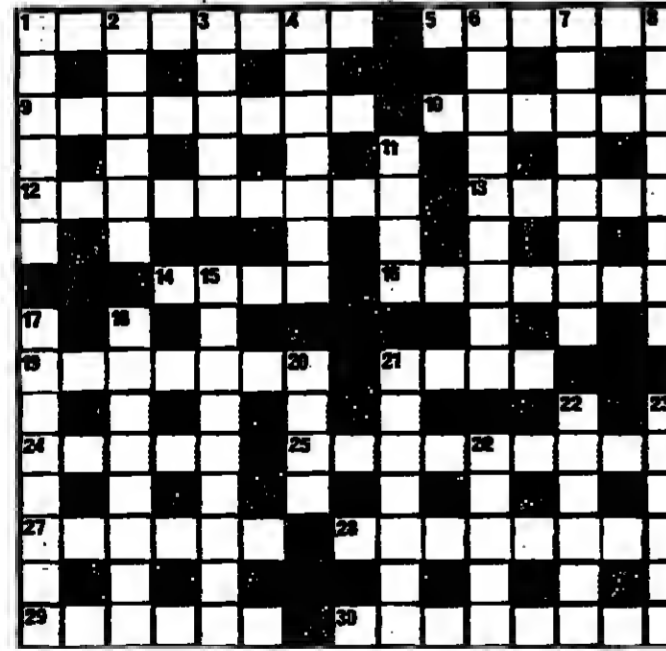
AUTHORISED UNIT TRUSTS

Large table listing various unit trusts, their managers, and performance data. Includes sub-sections like 'F & C Unit Management', 'Investment Management', and 'Fidelity Investment Services Ltd'.

Advertisement for Finstat, a financial data service. Text: 'When prices matter - Finstat delivers the FT prices online, Unit Trusts, Equities, Gilts, Indices. Daily to your desktop computer.' Includes the Finstat logo and contact information.

Advertisement for John Lawton Financial Communications. Text: 'A DIRECT LINK IN THE CITY OF LONDON WITH THE WORLD'S MOST INFLUENTIAL NEWSPAPERS'. Includes contact details for 16 Hatton Garden, London EC1N 8AT.

FT CROSSWORD No. 6,608 SET BY TANTALUS



- ACROSS
1 Dramatist had siren in play (8)
2 Plant economy (6)
3 Rescue tallies dog (6)
4 Is king returning to part of SW Asia? (8)
5 Unusual names as in patient's medical history (9)
6 Consumed at school so to speak (5)
7 Knocks back in bar (4)
8 Record one does change for part of series (7)
9 Start in new conveyance (7)
10 Back a horse with Irish money (4)
11 Fibre tiles manufactured (6)
12 Prude an adult perhaps entertaining tea (9)
13 A green tattered coat infuriate (6)
14 Feeling sorry for writer having single wife (8)
15 He gets nothing going into attempt philosophy (6)
16 A painful foot? (8)
17 lured into danger (6)
18 Number one team rises to the occasion (8)
19 Teacher may read about power (7)
20 Westerner in a sphere that's quite different (8)
21 Rest during lawsuit? (8)
22 Gifted journalist supports faculty (8)
23 He's next to become a domestic slave in here (4)
24 One in 19 (8)
25 Piercing with sea-god's first spear (6)
26 Knock up French earth to make ornamental garden (8)
27 Student allowed up to speak (4)
28 Wise puritan with set of books (7)
29 Command - member of board has no alternative (6)
30 Joins United Nations - it's accepted English (6)
31 Poor 10 losses son but meets the snipe (6)
32 The solution to last Saturday's prize puzzle will be published with names of winners on Saturday April 30.

Handwritten signature or mark at the bottom of the page.

FT UNIT TRUST INFORMATION SERVICE

Company Name	Address	Phone	Insurance Type	Other Details
Scottish Equitable Fund Mgmt. Ltd	15, Colindale Ave., London, N9 6AP	01-424 2211	Life Insurance	Scottish Equitable Ltd
UK Unit Trust Managers Ltd	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	UK Unit Trust Managers Ltd
Arca Insurance Plc	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Arca Insurance Plc
Colonial Mutual Group - Cont.	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Colonial Mutual Group - Cont.
Provident Mutual Insurance Ltd	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Provident Mutual Insurance Ltd
Lawson Administration - Cont.	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Lawson Administration - Cont.
Legal & General - Cont.	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Legal & General - Cont.
Managers Life Assurance Ltd - Cont.	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Managers Life Assurance Ltd - Cont.
UK Unit Trust Managers Ltd	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	UK Unit Trust Managers Ltd
Arca Insurance Plc	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Arca Insurance Plc
Colonial Mutual Group - Cont.	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Colonial Mutual Group - Cont.
Provident Mutual Insurance Ltd	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Provident Mutual Insurance Ltd
Lawson Administration - Cont.	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Lawson Administration - Cont.
Legal & General - Cont.	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Legal & General - Cont.
Managers Life Assurance Ltd - Cont.	25, Abchurch Lane, London, EC4A 3DF	01-403 1262	Life Insurance	Managers Life Assurance Ltd - Cont.

INSURANCES

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information, organized into columns for various fund categories and providers. Includes sections for 'OFFSHORE AND OVERSEAS' and 'MANAGEMENT SERVICES'.

Chemical Ltd

FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service listing various unit trusts, their managers, and performance metrics.

LONDON SHARE SERVICE

Table of London Share Service listing various share funds, including British Funds, Foreign Bonds & Rails, and Americans.

Table of Money Market Trust Funds and Bank Accounts listing various financial products and their details.

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like IBM, General Electric, and Ford.

CANADIANS

Table listing Canadian stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Canadian Pacific, Alcan, and Inco.

BANKS, HP & LEASING

Table listing bank and leasing stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Citicorp, Bank of Montreal, and Leasing Corp.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Heineken, Carlsberg, and J & J.

BUILDING, TIMBER, ROADS Contd

Table listing building, timber, and road stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Bovis Lend Lease and Wimpey.

CHEMICALS, PLASTICS

Table listing chemical and plastic stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like ICI, Shell Chemicals, and DuPont.

DRAPERY AND STORES

Table listing drapery and store stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Debenhams and Next.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Bovis Lend Lease and Wimpey.

DRAPERY AND STORES - Contd

Table listing drapery and store stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Debenhams and Next.

ELECTRICALS

Table listing electrical stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like British Electric and ICL.

DRAPERY AND STORES

Table listing drapery and store stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Debenhams and Next.

ENGINEERING

Table listing engineering stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like BHP, British Steel, and ICL.

ENGINEERING - Contd

Table listing engineering stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like BHP, British Steel, and ICL.

ENGINEERING

Table listing engineering stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like BHP, British Steel, and ICL.

FOOD, GROCERIES, ETC

Table listing food and grocery stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Asda, Sainsbury, and Marks & Spencer.

HOTELS AND CATERERS

Table listing hotel and catering stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Whitbread and TSB.

INDUSTRIALS (Miscel) - Contd

Table listing industrial stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like ICI, British Steel, and BHP.

INDUSTRIALS (Miscel) - Contd

Table listing industrial stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like ICI, British Steel, and BHP.

INDUSTRIALS (Miscel) - Contd

Table listing industrial stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like ICI, British Steel, and BHP.

INDUSTRIALS (Miscel)

Table listing industrial stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like ICI, British Steel, and BHP.

INDUSTRIALS (Miscel) - Contd

Table listing industrial stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like ICI, British Steel, and BHP.

INDUSTRIALS (Miscel) - Contd

Table listing industrial stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like ICI, British Steel, and BHP.

INDUSTRIALS (Miscel) - Contd

Table listing industrial stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like ICI, British Steel, and BHP.

INSURANCES

Table listing insurance stocks with columns for Market, Stock, Price, Bid, Offer, and Dividend. Includes companies like Lloyds, Prudential, and Sun Life.

Handwritten text at the bottom of the page, possibly a signature or note.

LONDON SHARE SERVICE

INSURANCES - Contd

Table listing insurance companies and their share prices, including Royal Indemnity, Commercial Union Assurance, and others.

PAPER, PRINTING, ADVERTISING - Contd

Table listing paper, printing, and advertising companies and their share prices, including Newsprint, Printers, and Advertising agencies.

TEXTILES - Contd

Table listing textile companies and their share prices, including various spinning and weaving firms.

TRUSTS, FINANCE, LAND - Contd

Table listing trusts, finance, and land companies and their share prices, including investment trusts and financial institutions.

OIL AND GAS - Contd

Table listing oil and gas companies and their share prices, including major energy firms.

MINES - Contd

Table listing mining companies and their share prices, including various metal and coal producers.

LEISURE

Table listing leisure companies and their share prices, including hotels, resorts, and entertainment firms.

PROPERTY

Table listing property companies and their share prices, including real estate and development firms.

TOBACCO

Table listing tobacco companies and their share prices.

TRUSTS, FINANCE, LAND

Table listing trusts, finance, and land companies and their share prices.

OVERSEAS TRADERS

Table listing overseas trading companies and their share prices.

PLANTATIONS

Table listing plantation companies and their share prices.

MISCELLANEOUS

Table listing miscellaneous companies and their share prices.

MOTORS, AIRCRAFT TRADES

Table listing motor and aircraft trade companies and their share prices.

COMMERCIAL VEHICLES

Table listing commercial vehicle companies and their share prices.

INVESTMENT TRUSTS

Table listing investment trusts and their share prices.

FINANCE, LAND, etc

Table listing finance, land, and other companies and their share prices.

MINES

Table listing mining companies and their share prices.

THIRD MARKET

Table listing third market companies and their share prices.

COMPONENTS

Table listing component companies and their share prices.

SHIPPING

Table listing shipping companies and their share prices.

SHOES AND LEATHER

Table listing shoes and leather companies and their share prices.

MINES

Table listing mining companies and their share prices.

MINES

Table listing mining companies and their share prices.

MINES

Table listing mining companies and their share prices.

NEWSPAPERS, PUBLISHERS

Table listing newspaper and publishing companies and their share prices.

SHIPPING

Table listing shipping companies and their share prices.

SHOES AND LEATHER

Table listing shoes and leather companies and their share prices.

OIL AND GAS

Table listing oil and gas companies and their share prices.

MINES

Table listing mining companies and their share prices.

MINES

Table listing mining companies and their share prices.

PAPER, PRINTING, ADVERTISING

Table listing paper, printing, and advertising companies and their share prices.

SHIPPING

Table listing shipping companies and their share prices.

SHOES AND LEATHER

Table listing shoes and leather companies and their share prices.

OIL AND GAS

Table listing oil and gas companies and their share prices.

MINES

Table listing mining companies and their share prices.

MINES

Table listing mining companies and their share prices.

REGIONAL & IRISH STOCKS

Table listing regional and Irish stocks and their share prices.

TRADITIONAL OPTIONS

Table listing traditional options and their call rates.

A selection of options traded to give on the London Stock Exchange Report Page.

WORLD STOCK MARKETS

AUSTRIA 1988 High Low April 15 Price Pct. Change. Includes companies like Austria Energie, Austria Telekom, Austria Telekom.

FRANCE (continued) 1988 High Low April 15 Price Pct. Change. Includes companies like Air France, Bouygues, Bouygues.

ITALY 1988 High Low April 15 Price Pct. Change. Includes companies like Alitalia, Eni, Eni.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

SWEDEN 1988 High Low April 15 Price Pct. Change. Includes companies like ASEA, ASEA.

SWITZERLAND 1988 High Low April 15 Price Pct. Change. Includes companies like ABB, ABB.

FINLAND 1988 High Low April 15 Price Pct. Change. Includes companies like Aktia, Aktia.

FRANCE (continued) 1988 High Low April 15 Price Pct. Change. Includes companies like Air France, Bouygues.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

NETHERLANDS 1988 High Low April 15 Price Pct. Change. Includes companies like ABN-AMRO, ABN-AMRO.

CANADA

TORONTO Closing prices April 15

7800 AMCA Int 85 1/2, 7800 AMCA Int 85 1/2, 7800 AMCA Int 85 1/2.

7800 AMCA Int 85 1/2, 7800 AMCA Int 85 1/2, 7800 AMCA Int 85 1/2.

7800 AMCA Int 85 1/2, 7800 AMCA Int 85 1/2, 7800 AMCA Int 85 1/2.

7800 AMCA Int 85 1/2, 7800 AMCA Int 85 1/2, 7800 AMCA Int 85 1/2.

OVER-THE-COUNTER Nasdaq national market, Closing prices, April 15

Continued from Page 37. Includes companies like ABB, ABB.

Continued from Page 37. Includes companies like ABB, ABB.

Continued from Page 37. Includes companies like ABB, ABB.

Continued from Page 37. Includes companies like ABB, ABB.

Travelling on Business? Enjoy reading your complimentary copy of the Financial Times when you're staying... in Milano at the Diana Majestic, Duca di Milano, Hotel Excelsior Gallia, Hilton Hotel, Hotel Michelangelo, Hotel Palace, Hotel Principe di Savoia.

NEW YORK DOW JONES. Includes tables for NEW YORK DOW JONES, NEW YORK ACTIVE STOCKS, and INDICES.

FINANCIAL TIMES Europe's Business Newspaper. London - Frankfurt - New York.

NOTES - Prices on this page are quoted on the basis of 1000 Toronto dollars unless otherwise specified. All figures are in US dollars unless otherwise specified. All figures are in US dollars unless otherwise specified.

NYSE COMPOSITE CLOSING PRICES

AMEX COMPOSITE CLOSING PRICES

Table of NYSE Composite Closing Prices, listing various stocks with columns for stock name, price, and change.

Table of AMEX Composite Closing Prices, listing various stocks with columns for stock name, price, and change.

OVER-THE-COUNTER

Table of Over-the-Counter market closing prices, listing various stocks with columns for stock name, price, and change.

Advertisement for Athens, featuring the slogan 'Have your F.I. hand delivered.' and contact information for Athens (01) 7237167.

Continued on Page 35

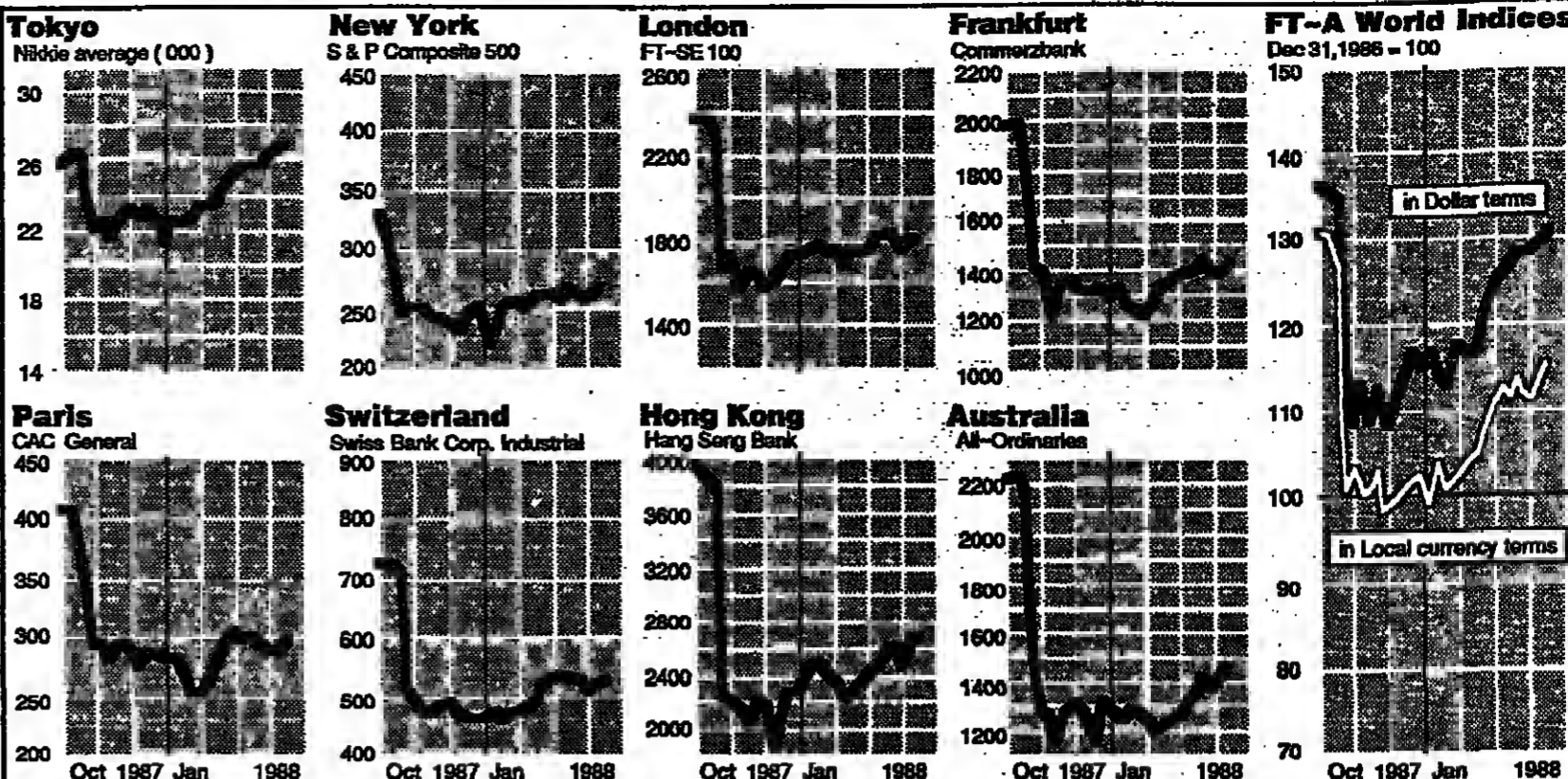
SIX MONTHS AFTER THE OCTOBER MARKET COLLAPSE

Huge swings in mood hold markets hostage

BY STEPHEN FIDLER

SIX MONTHS ago tomorrow, the world's stock markets pitched suddenly into crisis. Prices fell of unprecedented speed and severity, centred on New York but engulfing every important exchange, revived the spectre of the Great Crash of 1929.

Yet the world has changed since October. Mr Robert Salomon, chief equity strategist for Salomon Brothers, says the crash resulted from a unique confluence of forces that would be difficult, if not impossible, to duplicate.



Second adjustment of global imbalance cannot be ruled out

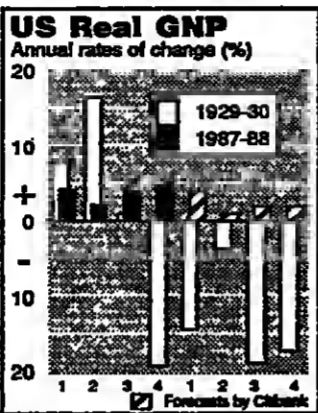
BY JOHN PLENDER

WAS THE stock market crash a benign event rather than a catastrophe? Six months on, the case is certainly arguable.

Most recent economic statistics suggest the US was growing remarkably strongly before the crash; and in spite of an initial jolt to consumer confidence, the US economy has continued to perform very robustly since then.

Yet with employment and income growth remaining strong, households are able to increase savings and rebuild their asset portfolios without making dramatic cuts in consumption.

The trouble with this otherwise favourable picture is that it takes us back to the pre-crash debate on the US economy. Doubts have always centred on whether the US has sufficient capacity to cope with a large reduction in the trade deficit without unleashing inflationary pressures.



than a third of industrial world GNP makes it more resistant to balance of payments crises than the more open economies of Europe - not least because its ability to rock the rest of the world's economic boat gives it powerful leverage vis a vis its main trading partners.

THE SPEED with which Japan has dominated the global market has been one of the most remarkable features of the six months since the stock markets crash, Alison Matfield writes.

Japan overtook the US in terms of market capitalisation just before the crash. Its subsequent weighting in the FT-Actuaries World Index had risen to more than 40 per cent by the end of last week from 37 per cent at the time of the crash.

South Africa has shaken by a third, from 0.8 per cent to 0.6 per cent, as the weak billion price has hampered its recovery. Share prices remain 41 per cent lower than on October 19, 1987, in sterling terms, with only Mexico (-68 per cent) and New Zealand (-43 per cent) doing worse.

While Japan's pre-eminence is based on its rapid recovery and bold advance to new highs, the rest of the Pacific Basin presents a more mixed picture. Hong Kong, Australia and Singapore were among the world's best markets in October and, although confidence

markets have all lost ground, according to figures from County NatWest WoodGave. The US has seen its share of global capitalisation fall from 34 per cent on October 16 to 32 per cent, while the UK has dropped from nearly 11 per cent to 9.4 per cent, West Germany from 3.4 per cent to 2.6 per cent and Canada from 2.14 per cent to 2.07 per cent.

Another feature has been the underperformance of blue chips, which have been outstripped by second-tier shares. In Britain, the Financial Times Stock Exchange index of 100 shares, which fell by a third, remains 22 per cent short of pre-crash levels and has failed to move convincingly above 1,800, the level to which it fell initially on Black Monday and Tuesday.

markets in the crash and afterwards and have staged an impressive comeback since. However, last week's disappointing US figures have thrown the picture into doubt.

The German market remains well below its 1987 levels. The FAZ index on Friday stood at 454.49 - an improvement on its 1987 low of 400.13 posted on November 10, but a long way below the 676.94 high recorded on January 5 last year. Equity turnover remains sluggish.

Switzerland's equities market is also recovering only slowly from the crash, when the share index dived by 38 per cent in five weeks.

A gradual strengthening was interrupted last month, with prices down almost to the November low again, and by mid-March the index was still only about 11 per cent higher. There are plenty of reasons why the market should be stronger. Company earnings have been good, the Swiss franc remains stable, the economy continues to grow and institutional investors are swimming in liquidity.

Confidence remains distant memory

THE CONFIDENCE of investors around the world was dealt a severe blow by the October crash. Though markets have recovered from their lows, last week's turbulence shows that it is still a long way from returning.

Investors are reluctant to commit substantial amounts of money to equity markets, particularly to those outside their own countries. This is in spite of continuing economic growth, generally strong corporate earnings and bursts of takeover activity.

Stock market volumes have dropped dramatically, putting pressure on the broking industry. In the US, the Dow Jones Industrial Average stocks index reached a post-October crash peak last Tuesday of 2,110.80, 21.4 per cent above the low recorded at the close on October 19 of 1,738.74.

Yet the coincidence of an extremely vulnerable dollar, bad trade figures and fears of higher interest rates raised the spectre of Black Monday - which had seen the same combination of factors - and sent the market down more than 100 points on Thursday.

Many characteristics of the market's behaviour over the last six months have been worrying. Most serious have been the low level of institutional and private investor participation and the sluggish volume.



Nicholas Brady: 'loaded gun' 'I call it the nearest thing to a meltdown I'm ever likely to see,' John Phelan, chairman of the New York Stock Exchange, after trading had finished on October 19, 1987.

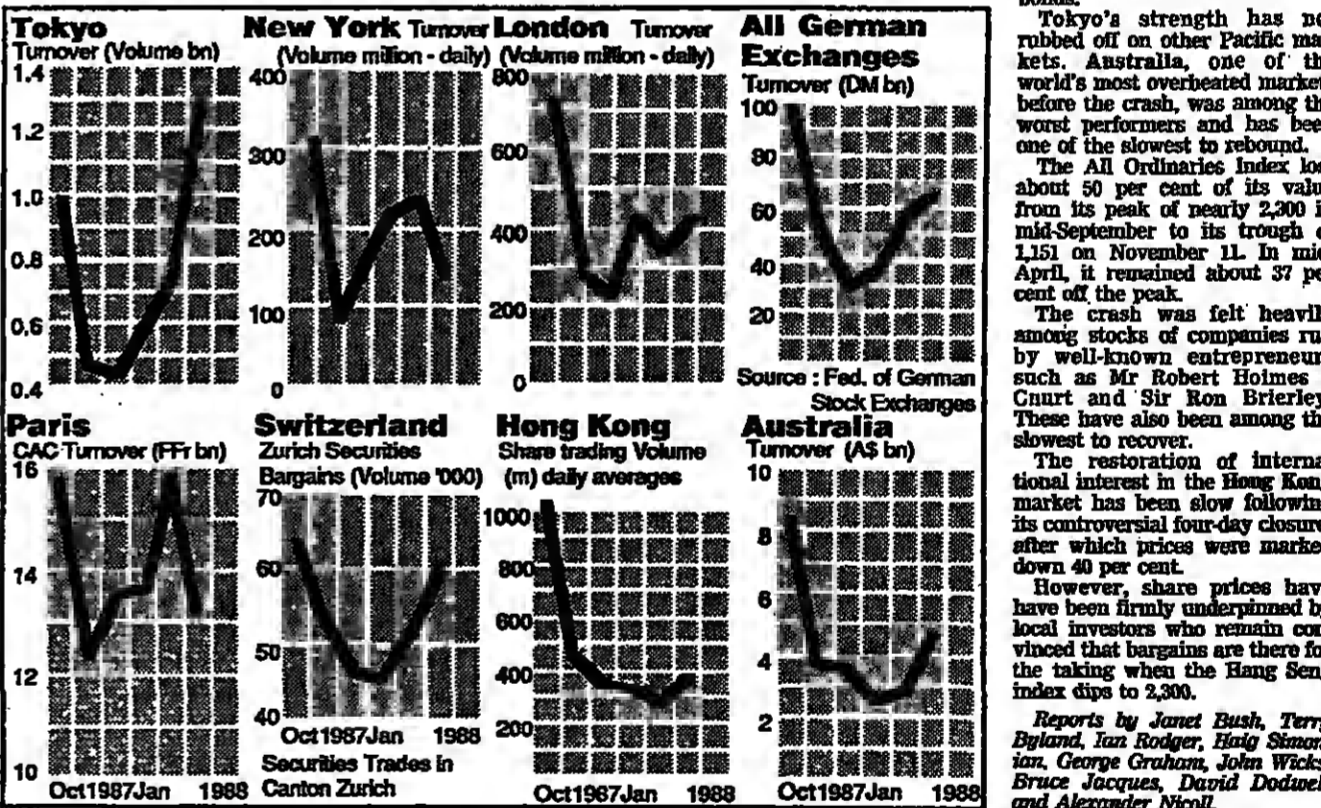
'The Federal Reserve, consistent with its responsibilities as the nation's central bank, affirmed today its readiness to serve as a source of liquidity to support the economic and financial system,' Federal Reserve statement, October 20, 1987.

'An accident waiting to happen,' Fed chairman Alan Greenspan in congressional testimony, February 2, 1988.

'We are looking down the barrel and the gun is still loaded,' Nicholas Brady to the Senate Banking Committee, February 2, 1988.

'I think that this year will mark the start of the sixth foreign investment boom in the Japanese market since the war,' Michio Okawa of Nomura Securities in January on the return of foreign investors to the Japanese market.

'The great economic non-event of 1987,' Chancellor of the Exchequer Nigel Lawson to the Interim Committee of the International Monetary Fund, April 14, 1988.



High debate but no action

BY JANET BUSH IN NEW YORK

THE RESPONSE of the US securities industry, regulators and politicians to the October crash has been both enormously conscientious and lacking in substance.

In no other country which experienced turmoil in its capital markets has so much effort been put into trying to discover what went wrong.

Practically every public and private body with an interest in the securities industry has delivered its verdict, providing the basis for an intensive debate about what should be done to prevent the same thing happening again.

review the causes of the crash and make recommendations on legislative action, represent a significant compromise.

Margin requirements on some futures contracts have been raised to about 18 per cent, from 5 per cent before the crash, in an effort to curb excess speculative activity, while some price limits have been introduced.

The longer-term impact of these moves is unclear. The experience of the last few weeks suggests the New York Stock Exchange's curbs on stock index arbitrage have only partially succeeded in dampening volatility.

And while the central banks have enjoyed relative success in handling the speculators so far this year, the political will, especially in Western Europe, to accumulate more dollars appears to be waning.

The striking feature of the post-crash world is how little has really changed - which suggests that it might be unwise to rule out the possibility that the markets will have a second slide imposing their own adjustment mechanism for global imbalances before the year is out.

The Securities and Exchange Commission and the Commodity Futures Trading Commission, which oversees stock markets and futures and options exchanges respectively, are at loggerheads on jurisdiction.

Pressures mount on securities firms

BY ALEXANDER NICOLL

BULL MARKETS are also active markets, bear markets are not. More than anything else, this simple truth clouds the future for many of the world's securities houses.

The years leading up to the crash were not only an era in which stock and bond prices showed enormous rises worldwide; they also saw concomitant expansion of the securities industry and its explosion into cross-border business.

Commercial banks rushed to set up securities operations. Liberalisation of regulation also contributed to the creation of what was, even before the crash, a grossly overcrowded industry ripe for slumping.

growth of securities businesses. The Eurobond market, which is centred in London, had grown astonishingly. In the domestic UK markets, the Big Bang reforms of October 1986 had created a burst of competition. Most banks felt the pressure they had at the UK markets, they would lose forever the chance to establish themselves.

While the stock market remained active for the following year there was business to keep most firms going, in spite of the competitive cutting of newly-freed commissions and the huge increase in the number of would-be big players. That cannot be said now.

As well as forcing redundancies, the crash has highlighted the cultural and management problems created by Big Bang, especially among conglomerates owned by large UK banks, several of which have reacted quickly and negatively to the volatility - or simply the low level - of their earnings from securities markets.

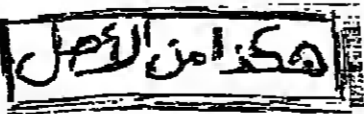
Similar impact on international strategies.

Cross-border investment in most areas has slowed to a trickle as investors adopt a no-place-like-home approach, and on fears about illiquidity of markets after had experiences during the crash.

Moreover, not only has new issue business in domestic markets slowed, but international distribution of new issues has virtually halted.

Such plans must now be on hold for most - although not necessarily for those specialising in still-prospering areas such as Japan.

Most bankers believe that, in the long term, the tide of cross-border investment is too strong to stop, given competition between fund managers and modern communications. But for how long will they be able to afford to wait?



SECTION III

FINANCIAL TIMES SURVEY



Industrially and socially a new Italy is now emerging, though Italians still hold to traditional ways and some dubious practices. The political will is growing to bring in necessary reforms but stable government is needed to make these a reality as John Wyles reports.

Success of a young nation

A YOUNG nation not much more than a 100 years old, struggling with steady success to out-perform its elders and betters, Italy is unique in Western Europe. With an entirely characteristic mix of prudence and bravado, discipline and disarray, strategy and spontaneity, the Italian experience is absorbing, entertaining and, for the foreigner, not at all easy to understand.

There is, for example, a certain notion around that Italy is regressing.

This takes its principal reference from the fact that the fall of the second Craxi government in March of last year, after 43 months of prime ministerial continuity, has been followed by another of Italy's eternally inconclusive general elections and then a coalition headed by Giovanni De Michelis which lasted no more than a tortured eight months.

What is really happening is that the 1980s have been witnessing the construction of a "new Italy" on the somewhat uncertain foundations of the old.

Its most obviously positive economic elements are a Gross Domestic Product which has grown into the third largest in Western Europe after West Germany and France; a modern and expanding private manufacturing sector whose leading lights have

been feverishly acquiring overseas assets; a much better managed and financially healthier public sector; and the emergence of a still-embryonic financial services industry.

Socially, the new Italy is urban-based, employs a growing number of women (62 per cent of the workforce) and is rapidly "greying" because of falling birth rates and increasing life expectancy.

But since the architects and constructors of the new Italy are Italians, steeped in the political and social ways of the old, there is, to say the least, a certain continuity of custom and practice which has left a number of key problems unaddressed.

The novelty to be stressed about Italy in 1988, however, is a marked dwindling of complacency about the inevitability and acceptability of some of the weakest social and political features of the old Italy.

And this is where the foreigner must beware, for while he may in the past have not taken Italians seriously enough, there is still a danger of taking them more seriously than they take themselves. How much of the past, do they really mean to jettison?

Look, for example, at some of the main elements of the programme of the new, five-party



coalition to be headed by Mr Ciriaco De Mita, leader of the Christian Democrat party.

ITALY

Negotiated in unusual detail under pressure from Mr Craxi, the programme promises among other things, institutional reforms and the restructuring of public administration, reduction of the government deficit, development of the Mezzogiorno, measures to combat corruption and preparation for the European Community's 1992 internal market deadline.

On paper the programme measures up well against many of the challenging problems of old Italy.

The institutional reforms promised are not fundamental in the sense of re-writing the constitution and changing the electoral system, but there is no good reason for believing that such radical measures would guarantee greater stability of governments.

These come and go with distressing frequency because power is monopolised by parties of the

non-Communist centre and right, which are in a state of continuous competition for political influence and electoral support.

Essentially, the De Mita government will aim to streamline parliamentary procedures to speed up the appallingly slow legislative process, and curb the possibility of parliamentary ambushes of the kind which grievously weakened Mr Craxi.

Such changes could certainly help to raise the efficiency and quality of government.

The need to curb the Government's budget deficit is manifest. Total indebtedness now virtually equals GDP and annual deficits

of more than 11 per cent of GDP are keeping interest rates artificially high. They are also probably unsustainable in a Europe of free capital movements.

The Mezzogiorno is the central economic and social problem, largely responsible for the nation's 12.4 per cent and rising unemployment rate and furnishing only 25 per cent of its GDP with about 35 per cent of its population.

Considerable amounts of bureaucratic and political attention, not to speak of the expenditure of about \$100bn since the early 1950s have yielded some closing of the economic gap for

regions alongside the Adriatic coast, but Calabria and Sicily are still trailing badly.

Preparation for 1992, meanwhile, has many aspects, two of which have been identified as particularly important. One is the overriding need to translate EC directives into national law.

Italy is one of the worst offenders on this front with about 250 directives not yet applied, largely because it is very bad at legislating. The other requirement is for a domestic anti-trust law aimed at protecting consumer interests.

The law may need to confront the startling horizontal growth of groups like Fiat and Ferruzzi and De Benedetti into banking, financial services and television.

By itself, an anti-trust law will not address one of the central problems of old Italy which is also a powerful motive force for growth in the new Italy.

The commanding heights of private Italian capitalism may

CONTENTS

Foreign policy		Liguria	
Profile: Giovanni De Michelis	2	Trade unions	9
Economy		The media	
Law reform	3	Organised crime	10
Private industry	4	Women at work	
State industry	5	Energy	11
Banking		Puglia	
Communist co-operatives	7	Restoration work	12
Trade		Left: Status in the Piazza di Campidoglio, Rome	
Joint ventures	8	Pictures by Alan Harper	

certainly have reached a higher altitude of profits and power, but they are still largely controlled by long-established concentrations of economic and industrial power - Mediobanca (the state merchant bank now being privatised), the Agnelli and Finelli, to mention the most celebrated.

But it looks risky for the future of the country to be excessively based on the fortunes of a few large groups. There is a need for recruits into the big league from the ranks of the thousands of small and medium-sized companies which are the legendary backbone of the Italian economy.

These are short on technology, professional management and on access to the preferential finance enjoyed by the big groups. The giants, however, still prefer to use their great political influence to maintain their present advantages, ranging from easy access to government finance and favours, to an underegulated stock market.

The trade-off for which a determined government could offer would be a steady improvement in public services, from the railways to the post, from health to telecommunications, which currently impose competitive handicaps on Italian business, in return for acceptance of a more open and pluralistic financial system.

The alternative would then be for one of the two to turn to the Communists, and in the meantime a huge amount of governing time would have been lost when time is not really on the Italy's side.

But Italians are now more generally aware that external pressures are imposing an urgent need for modernisation and change. They know that their economy is now more interdependent than it has ever been and as a result Italians of all classes are more disposed to gauge their performance according to international comparisons.

The 1992 deadline is in many ways a fearsome challenge which could impose huge penalties on the nation's finances and economic development if existing political, bureaucratic and financial handicaps are not removed.

Italy's various elites appear to be hugely persuaded of this, and in a society where consensus is the key to change, this unanimity is both a necessary and encouraging condition for optimism.

There are, however, crucial ingredients still missing in Italy's political culture which would ensure a smooth transition. One which could be conjured up quite quickly is a clearly and influentially articulated taxpayers' interest.

But will the Government be determined or will it be another nine-month non-wonder, partially paralysed by party rivalries? Most of Mr De Mita's key priorities have been key priorities identified by previous governments, but they have not been adequately confronted because they require stable, co-ordinated, efficient government and administration.

Party rivalries are certainly not about to disappear, but they may be sufficiently subdued to permit some forward momentum if the policy programme proves to be the sufficiently balanced package which it appears. Moreover, Mr De Mita is the leader of the country's largest party.

If Mr Craxi uses his pivotal power to unseat him, early elections may be unavoidable, with little possibility of resuming Christian Democrat-Socialist co-operation afterwards.

The taxpayer lacks political weight in Italy because large swathes of the middle classes and artisans evade taxes on a massive scale. One recent academic study estimated total evasion in 1984 at worth 1,182,000bn, more than enough to wipe out the annual government deficit.

Their relative freedom to do so is an unwritten compact with the major political parties - a central prop of the old Italy. Some moves have already been made to tighten up, but much more needs to be done.

The political effect, if all this happens, could be to change the face of Italian politics by stimulating a real popular demand for efficient services, less waste and a halt to the illegal appropriation of public money by the political parties and organised crime.

A diminishing of the black economy would be a small price to pay for all that.

A worldwide Group with 125 factories in 16 countries of Europe, North and South America, Australia and Africa. 2,300 R&D specialists in 6 Centres all over the world. A wide range of products: from tyres to telecommunication and energy transmission cables, from motor vehicle and industrial components to consumer products.

A commitment to innovation.

ITALY 2

Italy is one of the few nations to have increased its aid programme

Aid donations an integral part of foreign policy

LATE IN March in China, a crowd of Chinese and Italians gathered in the square outside the Chong Quen City Hospital.

While bystanders waved banners praising Italian-Chinese friendship and a Chinese band played celebratory music, Italy's Foreign Minister, Mr Giulio Andreotti, joined Chinese dignitaries in cutting a red silk ribbon to inaugurate a new Centre of Emergency Medicine, the third such centre donated by the Italian government.

The total cost, Italian Foreign Ministry officials say, was 1,200m, an outlay welcomed both by the recipient Chinese... and by the Italian medical suppliers and architects who won the contract to design and outfit them.

The inaugurations, however, were not all that unusual. For while the foreign aid contributions of many other developed nations have been dropping, Public Development Assistance (AFS) has become a major component of Italy's foreign policy.

This year alone, the Italian government has earmarked some 14,500bn for development assistance, in comparison with only 13,000bn a decade ago.

Several dozen projects have been approved for various countries since Parliament voted a new Foreign Aid Bill in February 1987 that totally reorganised the development assistance programme.

These include: construction of a cereal storage silo in Turkey; modernisation of the electricity lines in Dakar, Senegal; an agricultural mechanisation programme in Morocco; introduction of a microwave digital transmission network in Costa Rica; construction of the Nol Turesh aqueduct in Kenya; a natural gas treatment centre in Argentina; a vast agricultural development programme in Peru; and a radar system for the Chiang Mai Airport in Thailand.

All these are giving work to Italian factories, engineering firms and construction companies.

Italy's emphasis on aid in its bilateral aid programme - about 80 per cent of the aid is procurement-related - has led to criticism from foreign aid purists abroad, largely in the Scandina-

vian countries and, to a lesser degree, at home.

But Italian officials feel no need to apologise. "We think it's better to give 100 in tied aid than 50 in untied aid," says Mr Antonio Badini, Director-General of the Foreign Ministry's Directorate-General for Co-operation for Development.

In fact, with current allocations equal to 0.4 per cent of GDP - the UN target is 0.7 per cent - Italy is now one of the world's leading donor nations, even though many of its peers enjoy a significantly higher per capita income and have a far lower unemployment rate.

The outspoken Radical Party, which has long taken a special interest in foreign aid, has often accused the Government of basing its aid programme on commercial interests, rather than on the existence of real poverty.

But most of the dissatisfaction within Italy with regard to the programme comes from businessmen who feel that state and large private companies have enjoyed most of the benefits.

"Access to involvement in the programme is simply too limited," says Alberto Sirocchi of the Economic Relations Office of Confindustria, the Italian national manufacturers' association. Confindustria would like the foreign aid projects to be better publicised to allow more Italian companies to offer competing bids.

There have also been charges of inefficiency, waste and corruption. Early this month, the Radicals accused the government of

having given \$70m to Somalia in 1985 for a fertiliser plant that was never built.

Repeating charges made by a former Somali Minister, Ali Khalif Ghalayo, now living in exile in the United States, that the money allegedly went into the pockets of Somali President Siad Barre, the Radical leader, Francesco Rutelli, said the Italian foreign aid programme was characterised by "fragmentation and waste."

Dissatisfaction comes from businessmen who feel that state and large private companies have enjoyed most of the benefits

"It's like a large department store that must have something for everyone," Mr Rutelli said at a news conference earlier this month.

The fact remains that Italy is one of the few donor nations to have increased its aid programme during the recent economic slowdown. Further, it is also the country that gives the biggest proportion of its largest overall aid package to international organisations.

About 40 per cent of total Italian foreign aid - all of which is untied aid - now goes to multilateral organisations like UN agencies of international financial institutions such as the

World Bank.

The continuing sizeable contributions from France and Italy may deserve the credit for keeping the Bank's International Development Agency alive. And Italy is currently the number one contributor to Unicef, and one of the principal donors to UNFPA, the UN's anti-drug assistance programme.

Not surprisingly, then, the 1987 OECD report on Co-operation for Development refers to 1986 as *l'annee de l'Italie*. That year the Italian government's \$2.4bn outlay for foreign aid represented a 58 per cent jump in value, for the first time exceeding the average of the DAC or major donor nations.

Yet throughout the 1970s, Italian foreign aid was minimal, limited to humanitarian assistance and concentrated largely in Africa. Significant change came in the early 1980s when political pressure, largely from the Radicals, led to the "law against hunger" and the highly-endowed Italian Aid Fund (FAI), set up with 11,900bn to deal with the dramatic consequences of the drought in the Sahel and in Sub-Saharan Africa.

Controversy over the operations of FAI, plus a re-evaluation of the goals and means of a foreign aid programme, led in early 1987 to the passage of Law 43 which merged FAI and the then-existing Department of Co-operation into the current Directorate General for Development Co-operation.

According to Minister Badini:

ITALY IN QUOTES ...

"THIS is a country which, rightly, cannot impose anything on anybody - Giovanni Gorla, former Prime Minister.

"Everyone to his own trade; the last time I was Finance and Budget Minister was 1974" - Giulio Andreotti, when asked to answer criticism of budget proposals.

"The Autostrade are overloaded and old, transport is inefficient, the postal system does

not work, the telephones crackle, the bureaucracy is slow, costly and useless - this is not a modern country" - Giovanni Gorla.

"It has not been achieved, and neither do I think it achievable in a public sector group" - Romano Prodi on whether managers can be denied political affiliations.

"If Agnelli, De Benedetti and Gardini decide today to go to

war against someone or something, who can stop them with the power they have accumulated and with control of 70 per cent of the Press" - Paolo Cirino Pomicino, president of the budget committee of the Camera (Lower House of Parliament).

"I have discovered that almost everyone thinks of politics in terms of power" - Ciriaco De Mita, secretary of Christian Democrat party and Prime Minister.

Seri Gilberti

Profile: Giovanni Gorla

A difficult tenure

THE HEARD is a little longer, and the shape perhaps a kilo or two weightier than when he walked into the Palazzo Chigi as Prime Minister last July.

But the final days of his period in office undoubtedly proved a much more tranquil Giovanni Gorla than at any time during his turbulent eight months at the head of Italy's 67th post-war government.

Fresh from an Easter break and with vast swaths of open space in his diary, the 44-year-old outgoing premier was clearly finding the task of governing on a case and maintenance basis, rather than in areas of conflict.

Thus, the ten priority target nations selected in September 1987 by the Interministerial Committee for Development Co-operation (CIGS) include Argentina and Peru, China and India, Egypt and Tunisia along with Ethiopia, Somalia, Mozambique and Tanzania.

At the same time the Committee drew up a list of sectoral guidelines, ranging from agriculture and food, health training, infrastructure and industry to natural resources, environment, energy and raw materials. The CIGS decides on all projects except those costing under 150m which the Directorate General can decide by itself.

As it stands now, the bilateral aid programme is divided into two branches, the Co-operation Fund, which disburses grants and the Revolving Fund, which awards soft loans and mixed credits as well as arranging for Italian equity in joint ventures.

Grant aid, currently at 11,400bn (about half of which consists of emergency aid), is generally reserved for the poorest countries, is aimed at satisfying "primary needs" and almost always consists of an untied chunk for local expenditures for the purchase of raw materials, capital goods and employment.

The terms of the soft loans differ according to country situations. Those with per capita incomes of under \$1,000 generally carry a 1.50 per cent interest rate and have a 20-year repayment schedule that includes a 10-year grace period.

For those with a per capita income of between \$1,000 and \$2,500 the interest rate is 1.75 per cent and where per capita income exceeds \$2,500 the interest rate rises to 2 per cent and the grace period falls to four years.

Mr Gorla had his share of the untied money which struck any government: a natural disaster in the Alps, a prison strike, public sector transport strikes, a row with the Vatican over the teaching of religion. But he could reasonably have expected a kump-up before his first resignation last November when the tiny Liberal Party had a tantrum and walked out of his government.

Critics spotted a lack of experience and authority in his handling of this crisis, but once told by President Cossiga to stitch his government together again, there was very little Mr Gorla could do about the next tumble in February which prompted him to throw in his hand a second time.



Giovanni Gorla crisis

By then his government had been defeated 17 times on details of the 1988 Finance Bill, largely because members of his own party were using the anonymity of the secret vote to push him out of office.

Again, powered by a sense of "duty" (a word he frequently used) he took up the reins, but this time for only as long as was needed to secure final parliamentary approval for a budget that was a distant shadow of his government's original proposal.

"The accountant from Asti," as he is known, is too loyal a party man with a long future in the front ranks ahead of him to profess any bitterness about the way he has been treated by his party. Indeed, what others saw as a crude struggle for power within the party designed to evict Mr Gorla so that Mr De Mita could be pushed into the premiership and out of the party leadership, Mr Gorla characterises as a desire by Christian Democrats to demonstrate their strongest possible commitment to good government.

"Mine was not a government much appreciated by some sections of the Christian Democratic Party," Mr Gorla says, without a touch of the gloom which was evident a couple of months ago. He had not taken his defeat personally.

"We are all in a very complicated game and we must measure the game as it is, because there is no other."

Italian parties have been grandly debating altering the rules of the game for nearly four years, but Mr Gorla reflects his party's extreme caution about fundamental reforms which might threaten its 40-year hold on power.

Changing the electoral system

to reduce the number of parties, currently 24, in the parliament might, he suspects, be too great a sacrifice of the representation principle. More important, he says, are some nuts and bolts reforms to parliamentary rules to limit secret voting and to speed up the legislative process.

"I say this: that if after so much talk we do not see any success in reforming the parliament's rules, then the people will no longer believe in institutional reform. This is the priority for the next few weeks."

Greater stability, he suggests, could flow from Mr De Mita's proposal that potential beneficiaries should fight a general election already committed to forming a coalition government if they win a collective majority.

Others may see this as a self-interested idea for prolonging the hold on power of Italy's largest party. Certainly, Mr Gorla is not much attracted by the argument - espoused, among others by the late leader, the assassinated Aldo Moro - that Italy, and the party itself, would benefit from a period of opposition for the Christian Democrats.

The corollary would be a government sustained by the Communists, an alternative so far regarded by all parties as sufficiently negative to have guaranteed the Christian Democrat tenure.

He certainly feels that the party ought to earn some credit for the economic legacy he is handing on after five years as Treasury Minister until last July and then as Prime Minister. Last year's 3.1 per cent growth rate was the fourth consecutive year of increased output; inflation has held steady at around 4.5 per cent and, particularly important for the future, investment in plant and machinery climbed by 12 per cent in real terms last year.

He acknowledges that more could have been done to cut the government deficit but puts most of the blame on the parliament "and the interests represented there" for frustrating his programme of 1984 to balance the budget net of debt interest payments by next year.

Mr Gorla has seemed to be preparing himself for a spell on the back benches, feeling that an immediately post previous prime minister should not go straight into the next government. But he will almost certainly be back.

Out of Italy's previous 12 Christian Democrat post-war prime ministers, only four have held office just once.

John Wyles



The largest oil refinery in the Mediterranean at your service

SARAS has always advanced technologically to process crude oil on behalf of third parties with the highest added value.

With a processing capacity of 18 million metric tons per year (360,000 BPD) and 5 million tons per year of conversion capacity, SARAS refinery can receive crude oil from tankers of up to 260,000 DWT, store into its huge tank farm (4 million cu.m.) and deliver the entire range of refined products according to customer requirements.



SARAS S.p.A. RAFFINERIE SARDE
 HEAD OFFICE - 20122 MILAN - GALLERIA DE CRISTOFORIS, 8 - TEL. (02) 7737 - TELEFAX 91278 - FAX (02) 780640
 REFINERY - 00188 SARROCH (CAGLIARI) - S.S. GALCOTIANA RM. 19 - TEL. (070) 90211 - FAX (070) 902229
 BRANCH OFFICE - 00187 ROME - VIA LIVIOVISI, 43 - TEL. (06) 4742701 - FAX (06) 4742701

Sanpaolo: the most international Italian bank

SANPAOLO
 ISTITUTO BANCARIO
 SAN ENOIO DI TORINO

Today Sanpaolo means all this.

And also:

- a 6.4% interest in Hambros PLC; core-shareholding in Compagnie Financiere de Suez; membership in the Interalpha Group; involvement in important initiatives in the national and international financial markets;
- a wide range of companies specialised in financial services for domestic and foreign customers in a variety of sectors: distribution of financial products, merchant banking, leasing, factoring, unit trusts, investment promotion and trust companies, club bank, etc.

Head Office: Piazza San Carlo 156 - Turin (Italy).

Journalist

ITALY 3

The public sector debt is putting the prosperous economy at risk

Deficit looms as an EC problem

THIS IS NOT a story for the economically squeamish. For it seems that there is an accident waiting to happen to the Italian public economy...

State of the economy

Table with 3 columns: % change, 1987, 1987. Rows include: GDP (+3.1), Imports (+8.7), Exports (+3.5), Industrial (+4.5), Consumer (+4.6), Inflation (1715.600), State deficit (1,122,000+).



Mr Govia meets Chancellor Helmut Kohl in Bonn for talks last year

The problem is that after a decade of running a public sector deficit growing at an annual rate of 24 per cent, the Italian state has built up a mountain of debt approaching 1,100 billion which more or less equals the nation's Gross Domestic Product.

With this on its back, it will nonetheless choose to be part of the European Community's decision, expected at the summit in Hannover in June to lift all restrictions on short-term capital movements, probably from mid-1989.

But once in this brave new world of freely floating capital and semi-fixed exchange rates, suppose that Italian investors begin to move substantial amounts of capital out of the country, either because they begin to lose confidence in the government's ability to fund the debt or because they can see better short term gains elsewhere.

The exchange rate then comes under growing pressure and the Government is required to act. It reaches for its principal monetary weapon, an increase in interest rates, and shoots itself in the foot, or somewhere even worse.

The reason is that the interest rate tool, which is the most suitable for honing EC obligations in monetary policy, economy and the exchange rate, only makes the debt problem worse when it serves to raise rates.

Monetary System put in jeopardy

The political and economic costs of this "accident" would be substantial. Italy's reliability as a central pillar of the newly liberalised Community financial system would be nullified.

Italian business capacity to share in the benefits of the increasingly integrated European economy would be deeply hindered and operators would be tempted to give foreign investment opportunities a higher priority over domestic ones.

EC obligations could be breached and the lira's continued membership of the European Monetary System put in jeopardy

debt problem and the reality of growing economic interdependence in Europe. "It is a race against time," says a senior official at the Bank of Italy, contemplating the reforms which are urgently needed to Italian public finances...

existing debt, will rise to about L40,000bn-L50,000bn a month. Italian economists are agreed that the economy cannot continue to sustain such deficits without crowding out private borrowing and pushing up real interest rates - already among the highest in Europe - so as to ensure debt funding.

The Treasury is again working on a deficit reduction plan which this time would seek to balance current spending by 1988. But the question remains open as to whether there is sufficient political consensus about what needs to be done.

Even if the governing coalition does agree a convincing strategy, the measures needed are a complicated mix requiring a qualitative leap in administrative efficiency, vastly improved tax collection and a new parliamentary discipline which resists the temptation to indulge the appetite for public money of a wide variety of client groups.

The politicians deserve only modest credit for this advance which largely reflects large real increases in revenues - up by 2.8 per cent last year against an inflation rate of 4.8 per cent and an increase in GDP of about 3 per cent.

This is a reasonably strong platform from which to launch a tighter fiscal strategy which, clearly, is not only needed in itself but also as a confidence booster for the economy as a whole.

Such, however, could depend on the evolution of the current account which was in broad balance last year but which is likely to slide into a L3,000bn deficit this year, and perhaps double that next year.

Imports rose by 10 per cent in value terms last year and exports by only 3.5 per cent. Textiles, clothing and engineering all registered a much-reduced export/import surplus. Domestic demand this year is likely to fall from 4.5 to about 3 per cent unless public sector pay deals, especially those covering in schoolteachers, prove exceptionally generous.

Unemployment, however, looks set to rise above the 12 per cent mark from 12 per cent last year to 12.8 per cent this year and 12.8 per cent next.

Development of the Mezzogiorno is being pushed close to the top of the list of priorities of the next Italian government and a strategy for spending L125,000bn over the next ten years has already been adopted.

However, there is still a long way to go in defining detailed objectives and projects while many parts of the South lack an administrative infrastructure capable of handling development spending and of keeping public monies out of the hands of the various regional units.

Law reform

Far-reaching changes

THE ITALIAN Parliament is introducing far-reaching reforms in the country's system of criminal justice, which for many years has been sharply criticised by civil liberties groups at home and abroad.

The present system, totally unlike that used in the English-speaking world, is the inquisitorial system, whose basic features were devised by the Church of Rome in the Middle Ages to stamp out heresy and later adopted by the secular states of continental Europe to suppress crime and political opposition.

Only England remained free from its influence, and developed the (originally ancient Roman) "accusatorial" or adversarial system, later to spread throughout the English-speaking world. Subsequently, this inquisitorial method was systematised by Napoleon, and the present system practised in Italy was codified under Mussolini in 1931.

In the EC today, all the countries in mainland Europe use one form or another of the inquisitorial system; the UK and Eire alone practise the adversarial system.

The basis of the inquisitorial system is the figure of the inquisitor, who investigates the suspect, questions the witnesses, determines guilt or innocence and decides on the punishment.

This figure still exists in Italy, the Frattor, who deals with so-called "minor" crimes but can give prison sentences of up to eight years.

ing a definitive verdict one way or the other. In the mid-1970s a Bill to reform Italian criminal procedure reached Parliament, but was shelved owing to the emergence of the problem of terrorism. More and more draconian measures were passed, and at one point it became possible for defendants to spend 10 years and 8 months in prison while their case was still in the courts.

The maximum limits were often used to the hilt. Last year one group of defendants, who included much of the Political Science faculty of Padua University, charged with left-wing political subversion and other crimes, were acquitted on all counts. Some had spent 5 1/2 years in jail.

This case caused grave concern to Amnesty International. Besides terrorism, there was, and still is, the Mafia problem, which lends weight to arguments for a powerful judiciary.

On one night in 1983, about 850 alleged members of the Neapolitan Mafia were arrested. They included Enzo Tortora, the nationally famous TV game-show host, as well as 144 people arrested by "same-name" error - these latter spending an average of weeks, and in some cases months, in prison before being released.

Three years and three months later, Mr Tortora and many of his fellow-prisoners were given full acquittals.

None of those damaged by this judicial juggernaut had any right to redress. The judges responsible for ruining the lives of innocent people - sometimes just through carelessness - could not be held answerable in law.

This is because Italian law had no concept of wrongful arrest or false imprisonment, let alone habeas corpus. The judges, who also do the work that in England is done by police, magistrates, counsel for the prosecution and juries, were protected by a clause in the civil code whereby they could not be sued for negligence.

should become law in 1989. The preamble to the Act on which the new code is based says it must embody the features of the accusatorial system. The Italian press have headlined stories: Perry Mason in Italian courtrooms; As a declaration of intent this certainly represents an historic break with tradition.

Under the new code, the prosecuting-cum-investigating judge will no longer have the power to arrest suspects; he will be required to seek the endorsement of his colleague, the judge-of-the-preliminary-hearing.

Committal to trial will be decided by the latter in a hearing with argument between defending counsel and prosecutor (up to now the defence could only send messages to the committal judge). This hearing will, however, be held in camera.

At the trial hearing proper (held in public) the prosecutor and the defender will call their witnesses, examine and cross-examine them directly. At present they can only suggest the names of witnesses and question: it is the judge who calls witnesses and examines them.

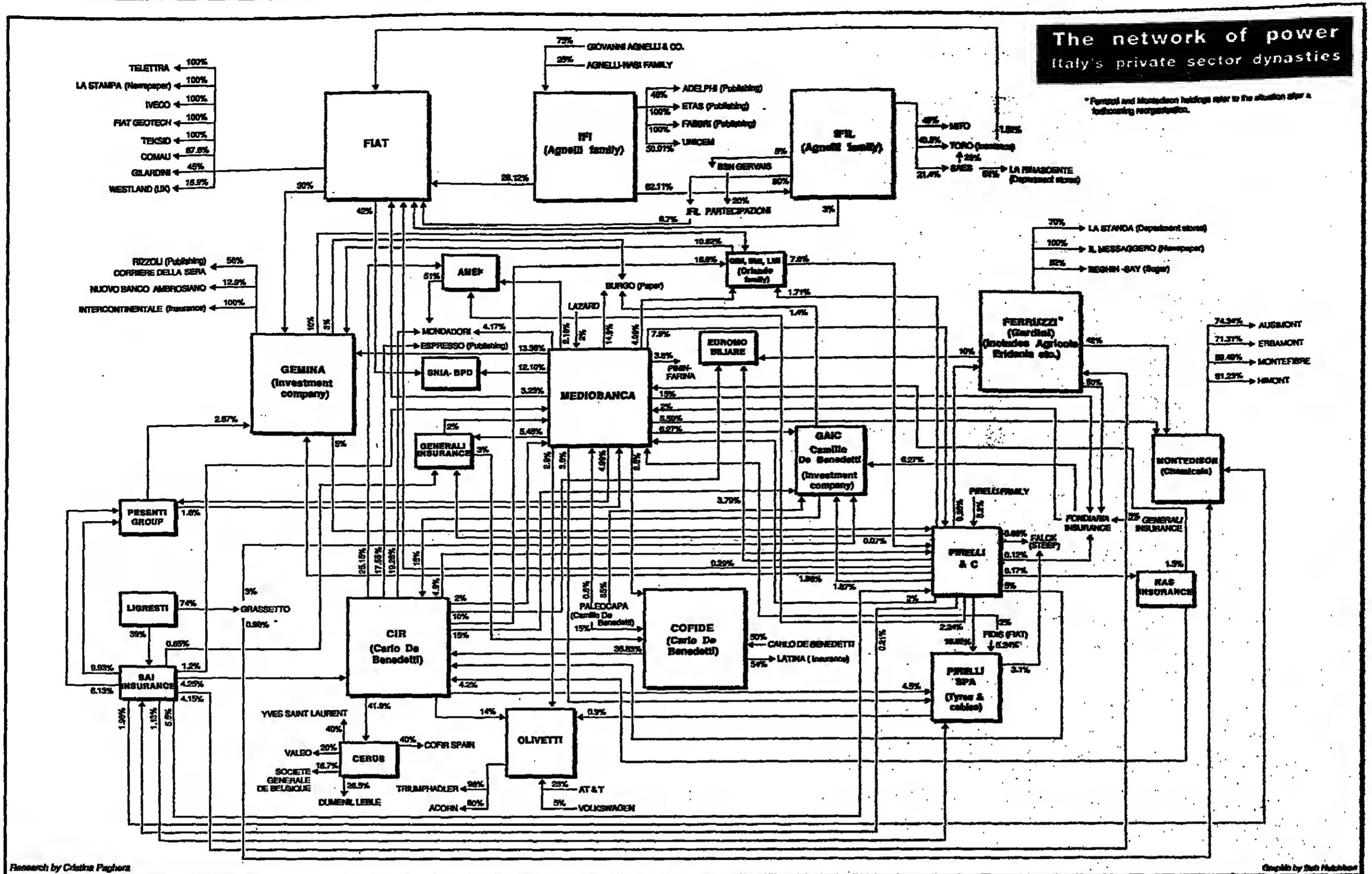
The judge, however, will still retain a power of veto on the calling of witnesses whom he considers superfluous - before they are heard.

Various abbreviated modes of trial, including a form of plea bargaining, are to be introduced in an attempt to unclutter the system. The Frattor will no longer investigate, prosecute and try cases all by himself. The maximum limit on detention before final verdict will be lowered to four years.

There remains the major problem of the failure to reform the career judiciary. Prof. Giuliano Vassalli, who was President of the Senate's Justice Commission and is now the Minister of Justice, explains that the judiciary was too powerful and would not allow Parliament to reform it.

AGUSTA Evolution Engineering advertisement. Features a large image of a Nautilus shell section and text describing the company's research and aerospace technology. The text includes: 'In the world of nature responses to environmental forces have produced an infinite variety of forms, each uniquely suited to its purpose. This process, merging the elements of economy, simplicity and elegance, is rarely equalled. Echoing nature, Gruppo Agusta harnesses both man and machine in a total engineering approach, creating products for a demanding international market. Agusta products spell success in a rapidly changing environment, today and in the future, in the world of aircraft, helicopters and aerospace systems. Gruppo Agusta provides you the power to evolve.'

ITALY 4



IMI

**CORPORATE FINANCE
ASSET MANAGEMENT
AND INVESTMENT BANKING**

IMI is the leader in Italian corporate finance, specializing in medium and long-term credit. The IMI Group is also a leader in merchant banking, personal financial services and asset management. Because of this, our clients can take advantage of a unique combination of corporate financial services of the highest quality (including commercial banking, security and equity investment and capital market

Consolidated Highlights at March 31, 1987

(Dollars in millions)

Outstanding loans	21,959
Assets under management	18,538
Shareholders' equity	2,940
Allowances for losses	562
Net income	465

(1 U.S. \$ = 1,286.9 lire)

services). In establishing its presence in the international markets the IMI Group has formed merchant banking subsidiaries in the United Kingdom - IMI Capital Markets (UK) Ltd. - and in the United States - IMI Capital Markets USA Corp. These subsidiaries, as well as a range of other subsidiaries, are controlled by IMI International S.A., Luxembourg (whose capital amounts to \$ 250 million).

ISTITUTO MOBILIARE ITALIANO
Head Office in Rome, Viale dell'Arte, 25



**in business
since 1539**

500 Branches in Italy. Subsidiary, Branches and Representative Offices located in Luxembourg, Buenos Aires, Brussels, Frankfurt/M, Hong Kong, London, Los Angeles, New York, Moscow, Paris, Sofia and Zurich.



**CORRESPONDENTS
THROUGHOUT THE WORLD**

Public Credit Institution

The big players in Italian industry are on the defensive against politicians' demands for anti-trust legislation

Powerful elite still holds sway in private sector

ITALY'S manufacturing industry may have restructured, recapitalised and rebounded since the start of the 1980s. And the country's financial market may have opened up to more players and begun modernising compared to the way things used to be.

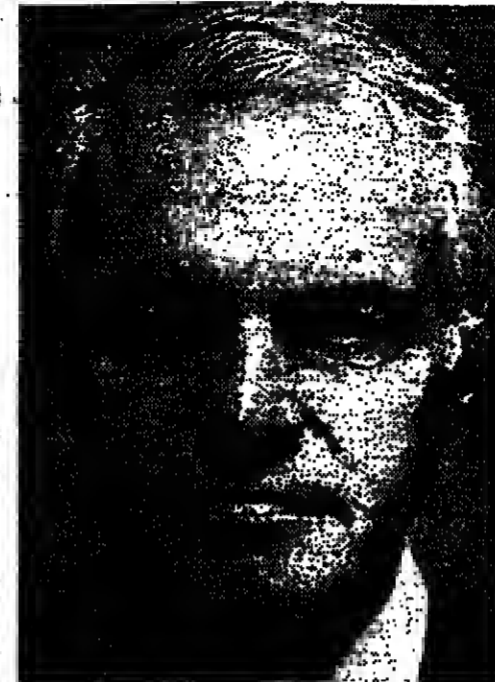
But the Italians have done little to alter their rather herculean, vertically-structured network of private sector ownership in which a handful of powerful *condottieri* dominates the scene.

At a time when rhetoric is running high about the need to become more competitive in advance of the opening up of Europe's internal market in 1992, the big players in Italian capitalism are still engaged in an elaborate and potentially wasteful game of corporate chess.

Three of these leading players - Gianni Agnelli, Carlo De Benedetti and Ennio Gardini, known respectively as The Lawyer, The Engineer and The Peasant - control companies with combined revenues totalling about US\$200bn.

Their flagship companies - Fiat, Ferruzzi-Montedison and Olivetti - are respectively the first, second and third biggest private sector groups.

And Mr Agnelli, the unquestioned *Número Uno* of Italian business, today controls an array of industrial and financial companies that (with Fiat included) represents 26 per cent of the capitalisation of the entire Italian stock exchange at current share prices. Other entrepreneurs and financiers have emerged in recent years. Luciano Benetton, whose "fast-food" clothing empire is now approaching a cross-roads, is



Four of Italy's most powerful men. From left: Giovanni Agnelli of Fiat, Carlo De Benedetti of Olivetti, Ennio Gardini of Ferruzzi, and Enrico Cuccia of Mediobanca

one. Silvio Berlusconi, the commercial television tycoon, is another. But all of the lesser names, such as Luigi Orlando in metals, Luigi Lucchini in steel, Salvatore Ligresti with his spread of minority investments in various companies, Giampiero Pesenti in cement and engineering or Carlo De Benedetti's cousin Camillo in

diversified investments, tend to find it necessary to join one alliance or another. Orlando, Lucchini and Pesenti are junior members of the *Salotto Rosso* or Good Drawing Room of Italian capitalism, meaning the Old Guard establishment led by Mr Agnelli and his friend Leopoldo Pirelli of tyre fame. Ligresti and De Benedetti's cousin Camillo in

the Olivetti chairman's camp. And Mr Gardini, after trying to stand alone for the past three years, is now so beset by debts (totalling nearly \$900 million between his Ferruzzi and Montedison groups) that he has run for help to Mr Enrico Cuccia, the 80-year-old maestro of Mediobanca. This is interpreted in Italy as a sign that Mr Gardini is moving closer to the old Agnelli-Pirelli axis.

Mr Cuccia's Mediobanca has now been "privatised." The three state banks of the IRI group are reducing their stakes from 53.9 per cent down to 25 per cent. And newcomers such as Mr Gardini, Mr De Benedetti and Mr Ligresti have been brought into the Mediobanca club. But sceptics in Italian finance say that little has changed. The private sector elite has had an effective veto, and some would say effective control, of Mediobanca since Mr Cuccia devised a secret shareholders' pact in the 1960s which gave a tiny band of minority investors with less than 6 per cent of the bank power equal to the majority state shareholder.

panies, Italian capitalism "is family capitalism."

The Mediobanca privatisation is supposed to represent a gradual dismantling of the bank's old role as guardian of the interests of a select few. But not everyone is convinced it will.

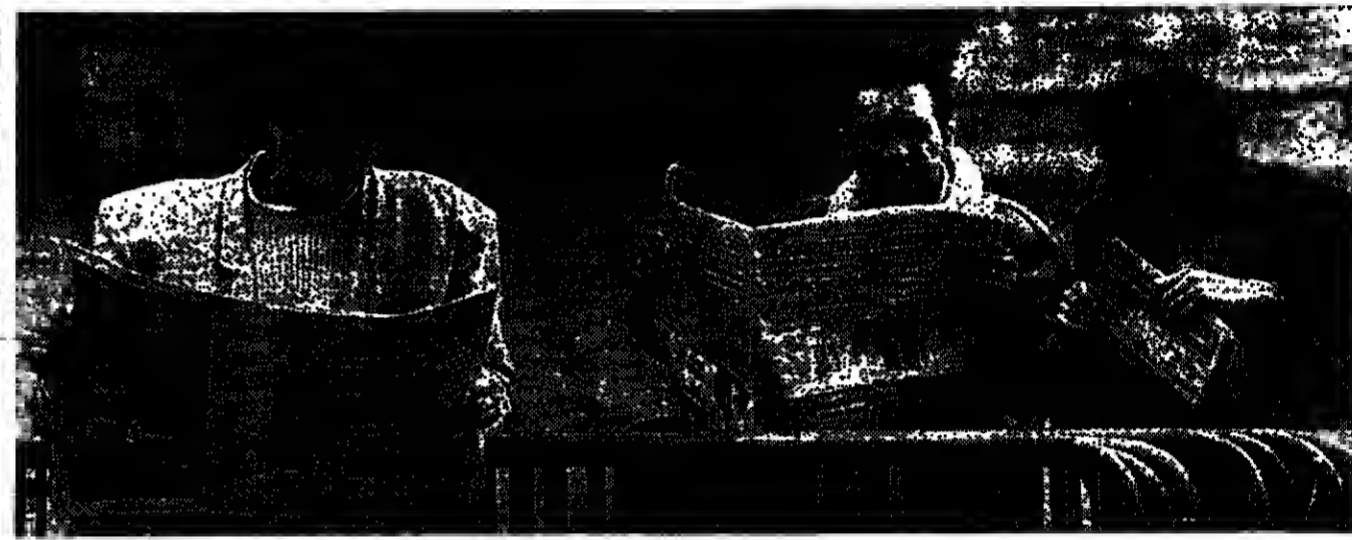
The old private sector elite ran the show before the privatisation, through Cuccia, and now they will still run the show. All that has happened is that they have been made to put up some cash for their right," remarked the chairman of one of Italy's biggest banks.

Last year, meanwhile, saw the start of demands by politicians from parties across the spectrum (Socialists, Christian Democrats and Communists) that Italy introduce, for the first time, anti-trust legislation.

The demands were immediately perceived in the Italian context as an attack on Fiat's horizontal spread of activities. Mr Cesare Romiti, Fiat managing director, minced few words when he reacted with charges of "anti-capitalist vomit" and threatened "a tough campaign, the toughest ever" against any law that seemed to be directed explicitly at Fiat.

Some form of anti-trust legislation is likely to be written by the De Mita government, at least as far as media concentration is concerned. But it will be heavy going for anything that Rome produces if it appears to challenge the interests of the powerful *condottieri* of the North.

Alan Friedman



Computer production at Olivetti, the third-largest private sector group; and (right) newspapers are also in the conglomerate net

We're on the spot in Italy's top locations

OUR BANKING SERVICES

We have our own branches in 327 locations. A speciality of our network is its "in depth" coverage of the major industrial and business centres of Northern Italy. In addition, we operate in other important parts of the country either through our own branches or through arrangements with local institutions. Our service throughout the Italian peninsula is therefore complete.

Both Nuovo Banco Ambrosiano and Banca Cattolica del Veneto are modern commercial banks, very strong in their own regions and making use of the latest electronic techniques.

Nearly 80% of Italy's import/export business is handled in our main geographical areas and we give our clients the very best of speedy and efficient banking support for their international operations.

OUR FINANCIAL SERVICES

In line with the development of modern banking, our services extend to cover the complete range of financial requirements of our clients. In fact we now control a group of financial service companies which operate, either through us, or independently as needed.

La Centrale is a merchant bank. Its services include corporate finance, mergers and acquisitions as well as the launching of companies on the Stock Market.

Through Fiscambi, a holding group for financial services, we offer our clients leasing, factoring and real estate financing throughout Italy.

La Centrale Fondi is a mutual fund management company and is positioned among Italy's top performers.

Ambro-Italia operates a nation-wide network of financial consultants specializing in products of the Group.

OUR GROWTH

As a Group we were restructured only in 1985, but we are already showing healthy financial results.

Nuovo Banco Ambrosiano and Banca Cattolica del Veneto, as well as our Fiscambi subsidiary, are quoted on the Milan Stock Exchange.

Banca Cattolica del Veneto

NUOVO BANCO AMBROSIANO

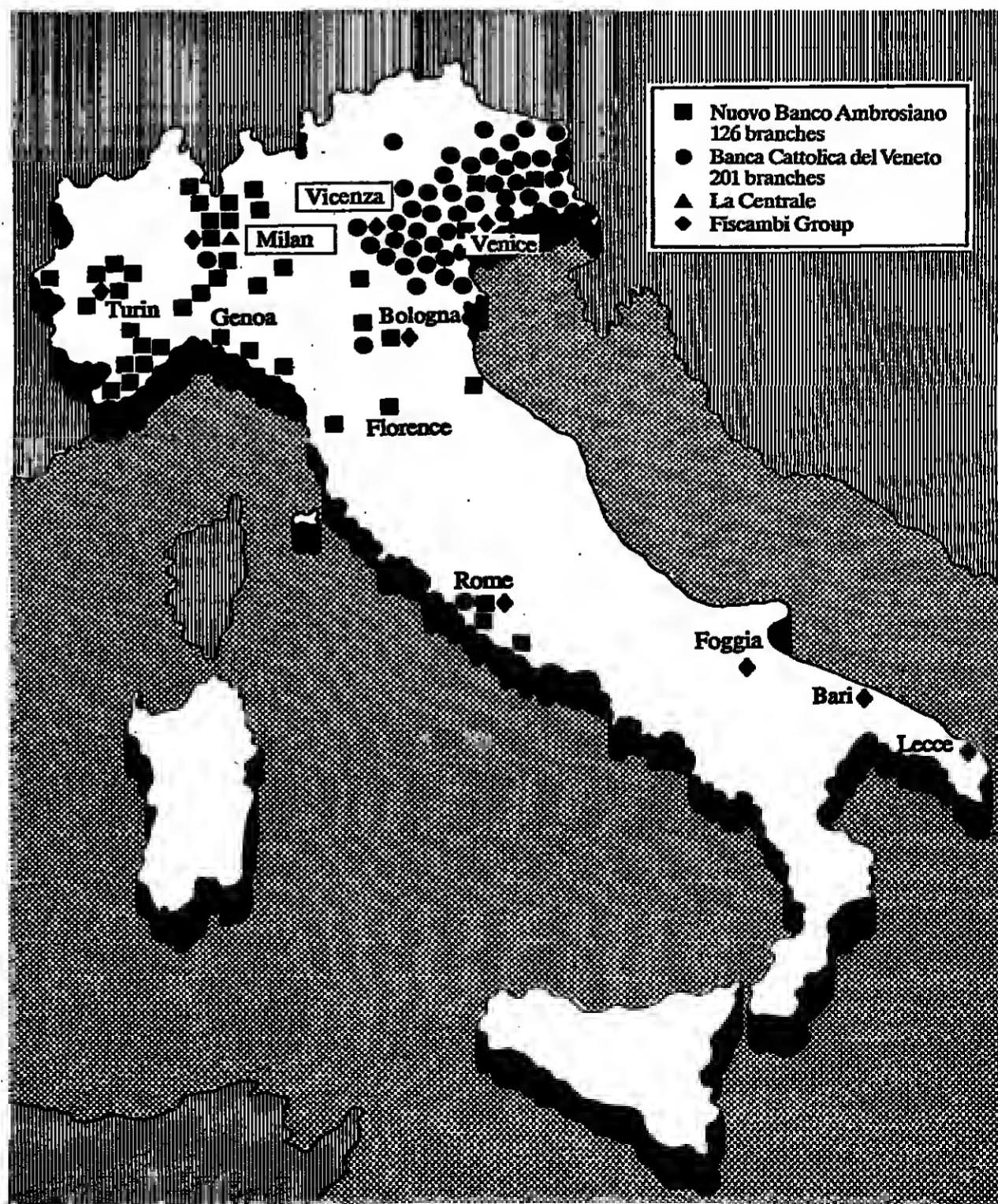
BANKING AND FINANCIAL SERVICES



Representative Offices: New York, Hong Kong

Nuovo Banco Ambrosiano - Piazza E. Ferruzzi, 10 - Milano

Banca Cattolica del Veneto - Via S. Corona, 25 - Vicenza



ITALY 6

Lack of a co-ordinated policy on state sell-offs is complicated by the deep involvement of the political parties

State industries grapple with privatisation

ROMANO PRODI does not like using the word privatisation. The 48-year-old chairman of IRI, Italy's biggest state holding group, would much rather place the sale of state-owned companies such as Alfa Romeo in the context of what he calls "the mobile walls between the public and private sectors."

But it is not just the need to tread carefully with patronage-hungry politicians who like to think of state industry in terms of "jobs for the boys" that makes privatisation Italian-style so very different from the coordinated and headstrong policies of a Mrs Thatcher in Britain or a Mr Chirac in France.

Over at ENI, the state energy concern that comes right after IRI in size, Franco Reviglio launches into a tripartite analysis to describe his idea of privatisation. What emerges after a lengthy soliloquy from the former economics professor who has chaired ENI since 1983 is that he, too, tries to avoid a doctrinaire use of the term.

The men who run Italy's two largest state holding groups, which between them last year racked up nearly \$65bn in revenues, are not being coy for academic reasons. They are merely avoiding any explicit statements of policy on privatisation because, as Prof. Prodi puts it: "Given the coalition politics of Italy, everything must be discussed with great delicacy."

What, then, is the Italian approach to privatisation? The answer to this question is not a simple matter. Prof. Reviglio speaks of three different "roads" which privatisation has followed in Italy.

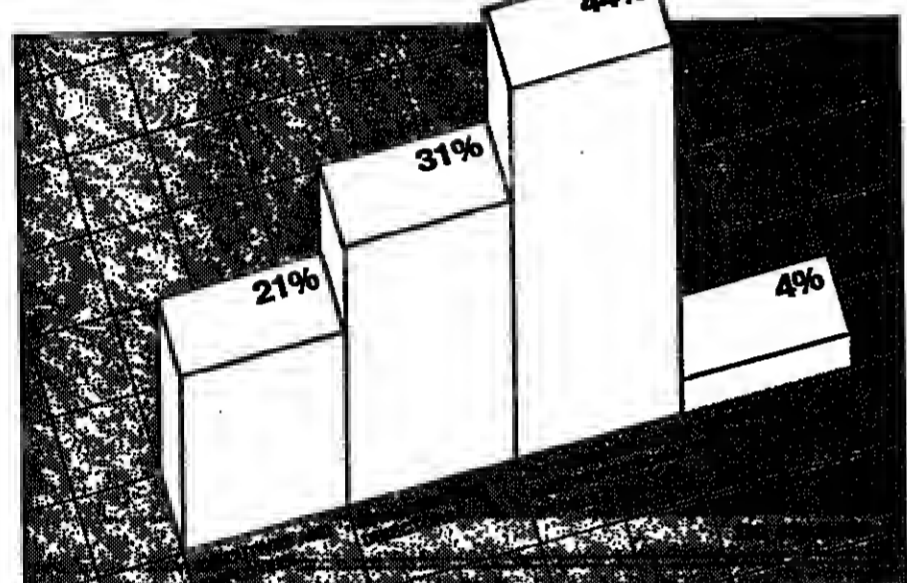
The first was the outright sale to the private sector of companies no longer considered strategic. The two most notable examples were IRI's sale of Alfa Romeo in 1986 and ENI's sale of Lamerzoni (a textiles producer) to Marzotto last year.

A smaller case was the earlier sale by IRI's Banco di Roma subsidiary of the Banca Centro Sud, to America's Citicorp.

The second approach has been the sale of minority shareholdings in public companies on the Milan bourse. Here there are numerous examples of companies such as Saipem (oil pipelaying and drilling), Nuovo Pignone (engineering) at ENI or Alitalia (the telephone utility), and bank shares at IRI.

The last of these deals is that the public holding company always retains 51 per cent control.

advertising and solar energy



Solar energy carries prestige. It's important, and the symbol of a new market. II Sole 24 Ore gives its advertisers the inexhaustible source of energy that comes to us from its ever more positive circulation and reading trends, from its ever better qualified readership, from its ever more complete contents.

Over the past 12 months, thanks to their high decision-making power, II Sole 24 Ore readers have decided to purchase or rent important accessories for their professions: industrial equipment, apartments and premises.

While only 11% of all Italians hold an insurance policy other than their car insurance, the percentage goes up to 70% for II Sole 24 Ore readers: the umpteenth proof of their willingness to invest in well qualified goods and services.

One third of all II Sole 24 Ore readers place savings in an investment fund (that's over ten times the Italian average), and 41% own shares quoted on the stock exchange, along with gilt-edged securities, and other fixed-interest bonds. There's more: half of its readers hold a personal credit card (the national average is 2%), and 54% use two or more banks as part of their everyday routine.

Although nearly all (95%) II Sole 24 Ore readers own a colour tv set, they're not great radio or television fans: on average, they only watch television for one hour eighteen minutes a day, while the national average is more than four hours.

The high purchasing power of II Sole 24 Ore readers is confirmed by the fact that 57% of them run two family cars (national average: 27%), and 20% of them actually own three. And more than half have a car with a capacity of over 1400 cc, the national average being 15%.

24 ORE SYSTEM Via Busto Arsizio, 36 20151 Milano - Italy Tel. 02/3022202 - FAX 3013448

The evidence of a possible counter-wave can be seen in the reported interest shown by IRI's SME group in acquiring control of Montedison's Standa retail chain. Another sign that the state groups may wish to buy as well as sell is found in Prof. Reviglio's admission that ENI's Saipem subsidiary is interested in buying Cogefar, a private construction group.

The private companies are stronger and have more influence over government policy

In parliament, the harshest critic of IRI and ENI policies is Cirino Pomicino, a diminutive Neapolitan MP who chairs the Budget Committee of the Chamber of Deputies and has made a reputation of trying to carpet Prof. Prodi and Prof. Reviglio.

These professors that they send us are not entrepreneurial ideas. They are not managers," he says.

Mr Pomicino speaks for many politicians, however, when he argues that in an economy dominated by just a handful of big private groups, IRI and ENI "need to counterbalance the power equation, providing equilibrium."

Here Mr Pomicino is referring to "intrude" the mentality of "trade-offs between the politicians of Rome and industrialists of the



Franco Reviglio of ENI (top), and Romano Prodi of IRI (above right) face strong criticisms of their leadership from the Christian Democrat MP Cirino Pomicino (left) despite bringing losses into profit

North. And this is the environment in which Prof. Prodi and Prof. Reviglio must operate.

Prof. Prodi simply smiles wearily when the Pomicino attacks are mentioned, while Reviglio bristles and calls the charges of a lack of strategy "totally false."

Given the political backdrop, the two professors are now trying to direct their energies away from privatisation per se and toward forming the kind of joint ventures that will at least place Italy in a better position for the European internal market of 1992.

For IRI a major priority now is to reorganise the telecommunications sector and form a global alliance. Prof. Prodi is attempting this by bringing together the SIP national telephone service, the Italtel telecom equipment maker, plus the satellite and international carrier units in one operative company.

To do this he is proposing to transform IRI's STET electronics holding subsidiary into SuperSTET, an operative vehicle. But political obstacles could hinder his goal of "creating an Italian version of British Telecom."

American Telephone and Telegraph (AT & T) could play a key role in Prof. Prodi's plans if it succeeds with its current offer to form an alliance in public switching with Italtel. If this were to happen then Olivetti, in which AT & T is the largest shareholder, would like to form a parallel venture in telematics.

ENI, meanwhile, would like to form a joint venture with Montedison in the chemicals sector. But the debt-laden Montedison seems more interested in ventures which would effectively unload unwanted assets at a good price than in pure collaboration.

The result of this complex state of affairs is that privatisation in the Anglo-Saxon sense, which has been the exception rather than the rule in any case, is now definitely on the back burner in Italy. Politics permitting, the outlook is for joint ventures and a soft, softly approach, which can best be summed up as privatisation Italian-style.

AT & T is considered the least

Alan Friedman

Banking know-how. Help yourself. CARIPLO. We know how. 6 Lombard Street - London EC3V 9AA Tel: 01-283 3166 - Telex: 887641 CARPLG Fax: 01-623 2519/621 9006

Write-downs and political interference have dampened the sector

Bank corset threat remains

FOR THE majority of Italian banks there was little to cheer about 1987. Profits were hefty in the 1984-86 period, but last year saw many banks making heavy write-downs and allocating more funds to bad debt reserves. Earnings last year, based on the results reported so far, showed little change on the year before.

In Italian finance, meanwhile, the Milan bourse was already in decline last October when Wall Street was hit by "Black Monday."

Despite a recent upturn in some price levels, the Italian market has remained unexciting and Italy's mutual funds have suffered since last summer from heavy redemptions by savers.

In overall terms, the impression is that Italy was developing a broader-based market has been rather blighted by the domination of events by a handful of big groups which, in various cases, are accused of riding roughshod over the interests of the small investor.

The respected Bank of Italy, in turn, has been denied the flexibility of interest rates to manage monetary policy because the huge stock of public debt becomes instantly more expensive whenever rates go up.

One tool which the Rome central bank has used has been the *massimale* or corset on bank lending. The corset has been fastened again three times since its supposed abolition in 1984, most recently to the period between September 1987 and last month.

The Bank of Italy finds it intellectually painful to use the *massimale*, but given the free-spending habits of Italian politicians there is little choice. In place of the corset the central bank will now apply "moral suasion."

Mr Mario Nesi, chairman of Banca Nazionale del Lavoro (BNL), the biggest state bank, says he hopes the corset will not be used again. "The *massimale* seems of times like a useless instrument because it hits the entire banking system in a generic manner rather than restricting credit expansion where it is most appropriate. It is a blunt instrument," he says.

Mr Lucio Rondelli, chief executive of Credito Italiano, another leading state bank, echoes many of his colleagues when he says he does not like the corset, but he expresses some sympathy for the central bank, which "does not have an easy time managing the country's monetary policy."

The Bank of Italy, despite the

high calibre of its staff and its longstanding reputation for independence and integrity, has over the past 12 months had to battle hard to exert its authority in the face of political interference.

This has reached its nominalisation of bank chairmen at state-owned institutions, the ambition of private industrial concerns to buy their way into banks, and the spreading phenomenon of substantial credit lines being handed out by banks to companies which use the loans to engage in financial operations such as "round-tripping" rather than in productive capital investment.

Round-tripping, where companies borrow at rates at or below the interbank level and re-lend the funds at a profit of 50 to 100 basis points, is of particular concern to the central bank.

There is always much rhetoric in the world of Italian banking and finance: about the need to become more competitive and transparent ahead of the opening up of the European Community's internal market in 1992; about the need to improve the embarrassingly inefficient state of retail banking services; and about the need to transform the Milan bourse from an insider's club into a modern and open exchange, which serves the broader interests of medium-sized Italian industry and not just a few big groups.

The intentions are all well and good, and progress is being made, but as Italian bankers and brokers put it, there is still a long road to travel.

While bank profitability suffered last year partly because of the downturn in equity prices, many of the 1,100 separate banking institutions in Italy's largely state-owned system have at least paid attention to the need to improve their capital positions. The balance sheets of several banks are now significantly

stronger than they were just a couple of years ago.

The response to EC harmonisation in 1988, meanwhile, has varied from bank to bank. Derogation measures in recent years have spurred traditionally lethargic bank managements to adopt more competitive policies, especially on the corporate lending front.

Banks such as Banca Commerciale Italiana (BCI), the second largest state bank, have sought to shift their loan portfolio toward medium-sized enterprises and away from the traditional "name lending" which sees big names obtaining easy access to big funds. This, of course, is partly because most big Italian companies are highly liquid, enjoying their best cashflows in years.

At BNL, Dr Nesi is trying to prepare for 1992 by expanding the bank's interests elsewhere in Europe and by planning a big move into the insurance sector. At Banca Commerciale, Mr Enrico Braggiotti, chief executive, says he prefers to strengthen his bank at home and is planning to nearly double the BCI branch network by adding 350 new branches in the next five years.

With 1987 in mind, the recent liberalisation of rules on branching is an important step for Italy, and the top 20 banks which account for 80 per cent of outstanding credit are now free for the first time to alter their networks. Even so, foreign banks such as Deutsche Bank and Citicorp have bought themselves branch networks and are showing the Italians what real banking service can be like.

Overstaffing remains "a big problem in Italian banking, and it is estimated that the state banks could introduce more automation and easily shed a third of their workforces. But as Mr Lucio Rondelli of Credito Italiano

points out: "It is much easier to put robots into a Fiat car factory than it is to modernise Italian banking."

Mr Rondelli, who heads a committee of the Italian Bankers' Association (ABI) on stockmarket reform, admits that it will take much "technical time" to introduce the reforms needed to modernise the Milan bourse as well. His witnesses it will be at least another year before the bourse introduces a continuous auction; at present the share prices are reset out once each morning.

By the start of this year Milan had just about persuaded investors that it had made progress to resolve the "settlements" problem of delayed payments on share transactions.

But a controversial share deal announced in January by the Ferruzzi foods group — which would transfer financial assets from the Montedison chemicals concern (of which Ferruzzi owns 42 per cent) and offer small shareholders little alternative but to buy new Ferruzzi shares in order to retain a stake in the profitable financial businesses — led to a severe slump in the market and to the view of many analysts that serious damage to the market's credibility.

It did not help matters when Mr Bani Gardini, the Ferruzzi chief, responded to criticism of the deal by saying it was "an Italian operation in the Italian market and not to be judged by international criteria."

Mr Franco Piga, president of Italy's stockmarket regulatory body, the Consob, also came under fire for not moving fast enough on the Ferruzzi issue. He has been criticised as well for not pushing hard enough for laws to clamp down on insider trading and to govern public takeovers.

Alan Friedman

Communist co-operatives

Lowering Marxist barricades

KARL MARX is probably turning in his grave. Nearer home and closer in time, Palmiro Togliatti could also be unsettled by recent developments in a central part of Italy's Communist movement.

The Lega Nazionale delle Cooperative e Mutue, the association of Italy's Communist co-operatives, has embarked on a series of operations which is aimed at building a significant presence in the capitalist world of finance.

Ideological barricades are being demolished and psychological blocks overcome in order to re-direct Communist aims along lines which are still considered heretical by the party faithful on the traditional or uncompromising left.

The Lega's finance department is creating a structure which will be able to deploy the weapons sought and welded by the most thrusting adherents of the free market.

The department's head, Mr Pietro Verzetti, told a recent conference to Venice: "There is no doubt that finance is sick" and that finance for its own sake was a grave distortion of the economy.

But it is a short step from this to falling to see that there is healthy finance, appropriate to complex economic processes and a part of production. One runs the risk of demonising finance, even that part which is absolutely indispensable to balanced growth of productive forces," he explained.

Mr Verzetti emphasised that the Lega must, above all, establish a correct relationship with finance. Suitable financial instruments must be made to correspond to its overall objectives. The left-wing cooperative association is sponsoring capitalism to ensure that a lack of financial muscle does not cause it to miss its aims of seizing opportunities and reinforcing its economic standing.

"We are not interested in money games or pure speculation. But we must not find ourselves forced to abandon production schemes, sectorial reorganisation or innovative projects just because we lack sufficient finance. Our aim is to possess the financial means which are necessary, and nothing more." Mr Verzetti reassured the Lega's members at the conference.

The decision to exploit the tools of capitalism to further socialist objectives has the whole-hearted support of the Lega's chairman.

Mr Lanfranco Turci, 47 and closely involved in the management of the cooperative move-

ment in Emilia Romagna for 20 years, has been chairman of the parent association for nearly a year. During this time he has backed the developments which are under way.

"There are no difficulties because of ideology or problems over politics. The process is progressive and continuous," Mr Turci says.

As a member of the governing central committee of Italy's Communist Party and a former long-standing chairman of the powerful regional assembly for Emilia Romagna, Mr Turci is well-placed to sense uneasiness in the party hierarchy. Next month the Lega will be opening the Banca dell'Economia Cooperativa (Bansec) in Emilia's capital Bologna. Mr Turci hopes that this will soon be followed by branches in Milan and Rome.

Though he does not expect that Bansec will have an extensive net-

work, he does not exclude the possibility of speeding up expansion by the acquisition of existing retail banks. He sees the red cooperative's bank as having a national dimension.

Bansec is one of five pillars on which the Lega's financial development will be constructed. As yet only two are operational. The insurance company Unipol, whose shares are quoted on the Milan stock market, is well-established. With premium income of L750m last year, Unipol ranks as Italy's sixth-largest insurance company.

The second pillar on which the Lega can already depend is Fincoop, a national financial consortium. This serves the association's members through companies offering leasing, factoring and medium/long-term finance. Fincoop holds stakes of 19 per cent in Bansec and 22 per cent in Unipol.

Fincoop provides an example of how the red cooperative movement is becoming an integral part of Italy's financial system. Its leasing and factoring operations (Leascoop and Factcoop) were established in collaboration with Ititalia, Italy's leading company to the sector and part of the Banca Nazionale del Lavoro.

In the area of medium/long term finance Fincoop has agreements with Istituto Mobiliare Italiano (IMI) and Mediocredito Centrale. Banca Nazionale

del Lavoro also has a significant stake in Bansec, a position it shares with two large public law credit institutions, the Monte dei Paschi di Siena and the Istituto Bancario San Paolo di Torino.

Both these banks are headed by appointees of the Christian Democrat Party. "We have no prejudices regarding relations with banks," Mr Turci says.

This ideological openness is probably no more evident than in the latest of the Lega's ventures into the world of finance. Showing that most ghosts of the revolution have now been exorcised, the Lega has established its own merchant bank, Finanziaria Nazionale dell'Economia Cooperativa Finsec.

The main shareholder is Fincoop with a 40 per cent stake. Unipol has 15 per cent and three other co-operatives a total of a further 15 per cent. IMI holds 30 per cent of Finsec's share capital.

A structure is being created which will be able to deploy the weapons sought and welded by the most thrusting adherents of the free market.

The Lega's merchant bank is allowed to take majority or minority stakes in any sector or place. However, priority will be given to risk capital operations for the start-up or completion of projects (dynamic or innovative sectors) (the provision of venture capital) or in assisting reorganisation programmes aimed at increasing productive efficiency in traditional sectors.

Profitability and diversification are the principles which will guide Finsec's investment strategy. Generally the bank will aim to keep holdings for between three and five years, disposing of them within the cooperative movement. The Lega does not, however, exclude the possibility of placing such holdings with a wider public.

Mr Collina sees Finsec's range of services as including the placement of shares in cooperatives. He does not reject the idea that Finsec itself should eventually be quoted. "The groundwork is being done. We aim for maximum transparency. Feet Marchwick Mitchell have been appointed as external independent auditors in order to satisfy the requirements of Consob, the companies and stock exchange commission.

"In our first year we returned a profit, using financial investments to cover costs, and our operations will be such that these investments will always be sufficient to ensure a positive result," Mr Collina says.

Profits, like merchant banking, are acceptable words in Italy's red Lega today.

David Lane

Banco di Roma

PUT ITALY IN THE PALM OF YOUR HAND.

Banco di Roma is the best way to reach the Italian business community. Our expert staff can immediately help you solve any problems you may have wherever they arise.

All our services are backed by 100 years of experience and by a reputation of which we at Banco di Roma are justly proud. As both a national and international organization, Banco di Roma is deeply involved in Italian import and export activity, using the most sophisticated financial techniques: currency and interest rate swaps, short and long-term ECI financing, floating rate note issues for international borrowers. The bank is also at your service as an adviser for foreign investments in Italy.

From the financing of important projects to the solution of short-term cash flow problems, Banco di Roma has the key to all of these.

And when you deal with Banco di Roma, you receive more than just the services of a great international bank; you get the warm and open-hearted touch of Italy.

the BANCO DI ROMA

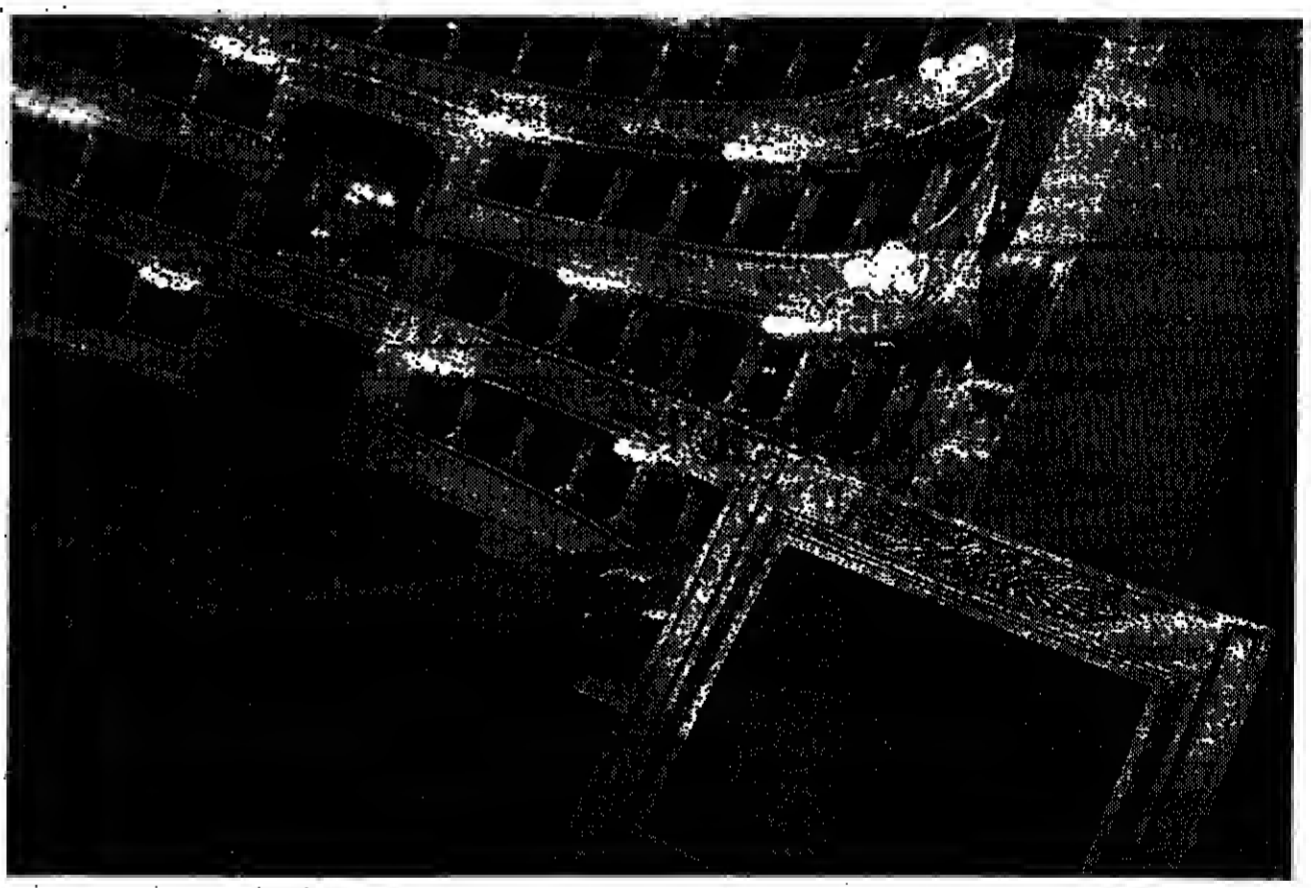
ONE OF THE GREAT INTERNATIONAL BANKS

HEAD OFFICE:
Viale T. Tomasi, 107 - 00187 Roma - T. (Italy) - telephone: (06) 5461

LOAN DEPARTMENT:
14/16 Exchange, EC 3M BV
telephone: (06) 6216610 - telex: 89004 NICOLI

INTERNATIONAL PAYMENTS: BANCO ESPANOL DE CREDITO Y DEPOSITOS - BANCO DE CREDITO INTERNACIONAL

A silent debut in preparation at La Scala



Preparations are underway for a new debut at Milan's La Scala. It is that of a new fabric being used to decorate the theatre; a fabric that is flame-resistant and reduces smoke and gas emission drastically.

Made of EniChem polyester fibre, this high-tech fabric has a phosphorus-based additive that increases the oxygen required for combustion. In other words, it is much more difficult for the fabric to catch fire and therefore much safer.

Along with comfort and looks, this fabric offers a wide colour range to suit every interior, including the venerable La Scala and other public facilities where safety is paramount.

17,000 metres of EniChem fire retardant fabric will adorn the walls, upholstery and curtains of this world-famous theatre. The plush red colour was designed to blend in with the original decor.

The next time you sit down for a performance at La Scala, you will have the opportunity of appreciating the elegance and softness of this new fabric. And the silent presence of EniChem, one of Europe's largest and most diversified chemical producers.



EniChem SpA, Piazza Boldini 1, I-20097 San Donato Milanese
Tel.: (02) 6201. Telex: 310246 Eni. Fax: (02) 52023854

EniChem (UK) Ltd, Central House, Balfour Road, Hounslow, Middlesex TW3 LX
Tel.: (01) 577 1100. Telex: 928343. Fax: (01) 572 1660
Regional offices in Manchester and Dublin

ITALY 9

Bruce Clark ponders the paradoxes of Liguria

Opportunities and contractions

THE POPULATION OF Liguria, a coastal strip that includes some of the oldest and greatest industries, the most efficient farming and the loveliest resorts in Italy, is 1.8m and falling steadily.

Genoa, the main city, has lost over 100,000 citizens in the last decade. That leaves 740,000, and one of the city's business leaders says a fall to 500,000 may be inevitable.

Yet Mr Rinaldo Magnani, a portly ex-dockworker with a wolfish grin who is the region's Socialist president, gives every impression of meaning it as he expounds on "the historic moment of choice" that Liguria is living through.

And Genoa's port, after years of decline, has embarked on a plan of breath-taking audacity. It is busy rebuilding container capacity, the aim is to reassert Genoa as the top port in the Mediterranean, and challenge Rotterdam and Hamburg.

As industrialists and local officials lay out the paradoxes of Liguria's economy, the key word on their lips is "terzizzazione", a switch of emphasis from industry to services. There are mixed views on whether this will be easier to achieve than it is to pronounce.

The theory is that the state-owned heavy industry that dominated Liguria's economy for most of the century is in an inextinguishable decline, so the future must lie with a revived port, combined with related activities like insurance, financial services and data processing, plus light, high-technology industry and tourism.

The first part of the theory is certainly true. In 1981, Genoa had 109,000 industrial jobs; now there are 30,000. Employment in commerce, transport, banking and insurance has failed to take up the slack, rising by only 3,000 to 160,000.

Liguria's steel industry is a lamentable story of massive public investment and dashed hopes. Genoa and Savona have lost over 8,000 steel jobs in the last 15 years, and the future of the remaining 6,700 employees is murky.

State-owned Italsider has spent over 1,600bn on modernising its Campi factory in Genoa, including the construction of a hot pressure-casting unit of a sophistication only matched by two other plants in the world, in Oregon and Japan.

The unit came on stream three years ago amid high hopes of selling high-quality steel for tanks, submarines and the oil industry. But last year, Campi lost 1,100bn and its 1,500 workers have been left on tenterhooks to await the verdict of the new Italian government on their fate.

There is also a question mark over the future of Cogea, the maker of ship engines and other products which is 30 per cent state-owned. With losses of 1,185bn last year, the six private companies who control the remaining stock are reported to be restless, with some keen to scale down their participation and others prepared to raise their stakes not only up to 500 of the 1,600 workers are laid off.

Ansaldo, the showpiece of Italian electrical and nuclear plant engineering, is another state-owned industry that faces problems, albeit not so deep. Some 7,500 of its 14,000 employees are located at its Genoa headquarters.

Last year's referendum, in which Italians effectively voted "no" to nuclear power, caught Ansaldo at an advanced stage in the construction of a nuclear reactor at Montalto di Castro in central Italy. It had also built the turbines for another nuclear power station, Trino 2.

Some 270 employees have been laid off as a direct result of the referendum, and another 400 workers involved with Montalto di Castro face the prospect of losing their jobs. About half the job losses affect Genoa-based personnel.

Ansaldo has fingers in many pies. Its heavy engineering contracts have ranged from a oil-fired power station in India to a coal-fire one in Yugoslavia and a 60-km railway through Brazil; it is also building a metro for Genoa itself. It will keep its nuclear division, for research,

decommissioning and possible work in other countries. But after exceptionally high profits of 1,118.4bn in 1986, the company added only 13.5bn in 1987. The fall is largely attributed to the energy sector.

Against this background, there is certainly a need for the "radical transformation" that Mr Magnani envisages.

Among private industrialists, trade unionists (both Communist and Christian Democratic) and the regional administration, there is a remarkable degree of consensus, at least in theory, on the way ahead.

The decline of heavy industry, it is pointed out, is freeing up large areas of prime real estate, much of it on the Genoa waterfront. What is needed is close co-ordination over the use of this land between local authorities and IRI.

the public holding company which has many tentacles including the state steel company Finisider, and Financienti, the shipbuilders that have cut their workforce at Sestri from 3,500 to 1,500.

The disused areas, all broadly agreed, must be used for light, non-polluting industry and services. The local industrialists' lobby, headed by Mr Giorgio Gal, positively insists on a leading role for the state in planning this change; while the Cgil, the Communist labour movement, is equally adamant in stressing the role of the private sector.

"This apparent social consensus, it should be said, could break down overnight if there are heavy job losses at the Campi steel plant. The fact we are negotiating over the disused areas does not mean that we accept closures," a local Cgil activist warns.

But there are some encouraging signs. The food and soft drink industry, and pharmaceuticals, are widely cited as potential growth sectors.



Genoa's container port: tripling of capacity is planned



Genoa's container port: tripling of capacity is planned

And the departure of heavy industry from the coast should enable the authorities to clean up the environment and promote tourism. There is much talk of a drive to attract visitors in 1992, the 500th anniversary of the discovery of America by Christopher Columbus, Genoa's most famous son.

While Liguria is known for beauty spots like San Remo and Portofino, Genoa and its medieval centre are often passed by. A more pleasant environment would also help the Genoa Fair, which draws up to 1m visitors a year to its International Boat and Flower Shows, and now wants to start exhibiting high-technology telecommunications equipment.

The food and soft drink industry, and pharmaceuticals, are cited as potential growth sectors.

Trade unions

Pragmatic line attempted

He acknowledges that the Socialist Party sometimes thinks that its Cgil members are paying too high a price but adds that the Communist Party is frequently critical of the "sterilities" of Socialist positions within the union.

Mr Del Turco, now 44 and speaking with that slightly accidental accent common to his native Abruzzo and the Mezzogiorno as a whole, believes that the Socialist membership, about one third of Cgil's 4.6m total, acts as a moderating and modernising influence.

"The socialist's political role in the Cgil is to encourage the growth inside the Communist section of everything that is positive, modern and advanced and to combat the extremist tendencies which still emerge on some issues," he says, sounding less like a pamphlet in Italian than in English.

Mr Del Turco says Italian capitalism has become "trampantly profitable" in recent years, and there is plenty of evidence that workers want a greater share of the spoils. Nonetheless, unions are much more aware of the inflationary dangers of excessive wage demands, even if their members are less so.

As a result, union policies have to be "an intelligent mix" of demands for non-inflationary salary increases and tax reforms. This is a live issue in Italy because directly-employed workers pay a disproportionate share of the state's tax revenues, not because of inequality in tax rates, but because the self-employed evade far too much of what they should be paying.

But "responsible" trade unionism on the pay front brings with it dangers of rank and file alienation. Workers at Rome's Fiumicino Airport, for example, have recently dealt an embarrassing blow to union authority by leading the rejection of a national pay deal for airport staff largely because it did not satisfy their demands on working hours.

In the past few months the Italian public sector, largely transport but also schools, has been plagued by pay strikes by groups complaining that the official unions are failing to represent their interests properly.

These rank and file committees, or Cobas as they are called, have been a recurrent problem for almost 20 years, Mr Del Turco says.

Pointing out that all enjoy guaranteed employment in the public sector, he says that some, such as the train drivers and even teachers, are trying to reclaim positions lost in the salary hierarchy.

"The unions cannot do much about Cobas. We cannot block school examinations (an action currently under way in some Italian schools) because we have millions of members with children in schools. We cannot halt the railway system every week because we have members who need it to get to work."

He believes the important thing is that the Cobas cannot make collective agreements, because they are not recognised, so in the end they will have to deal through the established unions.

The unions' public sector problem extends beyond dissident rank and file groups. There is a growing demand from the membership at large for more efficient bureaucratic and welfare services, but it is union members within the public sector who are often most resistant to rationalisation and reforms.

"You cannot have a private industry which in some sectors is as efficient as the Japanese and a public administration which is backward, inefficient and unproductive," Mr Del Turco observes, and claims that the unions are gradually confronting the problem. For example, last year's public sector pay deals contained an "incentive fund" dedicated to paying for efficiencies as a result of which the opening hours of some public offices are being extended.

John Wyles

Mr Del Turco says Italian capitalism has become "trampantly profitable" in recent years, and there is plenty of evidence that workers want a greater share of the spoils. Nonetheless, unions are much more aware of the inflationary dangers of excessive wage demands, even if their members are less so.

As a result, union policies have to be "an intelligent mix" of demands for non-inflationary salary increases and tax reforms. This is a live issue in Italy because directly-employed workers pay a disproportionate share of the state's tax revenues, not because of inequality in tax rates, but because the self-employed evade far too much of what they should be paying.

But "responsible" trade unionism on the pay front brings with it dangers of rank and file alienation. Workers at Rome's Fiumicino Airport, for example, have recently dealt an embarrassing blow to union authority by leading the rejection of a national pay deal for airport staff largely because it did not satisfy their demands on working hours.

In the past few months the Italian public sector, largely transport but also schools, has been plagued by pay strikes by groups complaining that the official unions are failing to represent their interests properly.

These rank and file committees, or Cobas as they are called, have been a recurrent problem for almost 20 years, Mr Del Turco says. Pointing out that all enjoy guaranteed employment in the public sector, he says that some, such as the train drivers and even teachers, are trying to reclaim positions lost in the salary hierarchy.

John Wyles

John Wyles

Generali Group a leader of world insurance. Includes list of branches in Italy, Ecuador, France, Greece, Guatemala, Hong Kong, Ireland, Japan, Lebanon, Malta, Mexico, Netherlands, Panama, Portugal, Singapore, South Africa, Spain, Switzerland, Turkey, United Arab Emirates, United Kingdom, United States.

GUARANTEED FOR 5 YEARS. TESTED FOR 10. THE NEW INDESIT WASHER DRYER. Are we totally without mercy? Not content with our usual demanding tests, we have built into our new Washer Dryer the ability to withstand a punishing 10 years' normal usage, even before it. INDESIT ONLY RECOMMENDS ARIEL. leaves our factories. No wonder the new Indesit Washer Dryer carries a free 5 Year Components Guarantee. THE GENERATION OF INNOVATION. For further information write to Dept. FT1, Indesit Limited, Indesit House, 20 Kennet Road, Crayford, Kent DA1 4QN.

ITALY 11

Support is growing for a stronger equal opportunities law

Women demonstrate for jobs

TOURISTS IN Rome at Easter were surprised to see a woman driving a huge orange tractor down Rome's via del Tritone.

entrepreneurs and self-employed professionals. "More and more women are going into business for themselves," says Paola Valori, president of Aidea, the Italian Association for Women Entrepreneurs.

the way in which Italian women view themselves reflects the huge leap in education that has taken place in Italy over the last two decades. But that has also proved to be a mixed blessing.

tisen only from 16.5 per cent in 1965 to 17 per cent at the end of 1986. And although 8 per cent of the women who work at ENEL have college degrees, only 1.5 per cent of company executives and 2.3 per cent of its professionals are women.

Political support is growing for a national law promoting widespread action that would remove the continued obstacles to greater employment and advancement for women, and provide incentives for women seeking to start businesses.

A recent university survey shows that women are generally promoted three to five years later than their male counterparts.

doctors, dentists, magistrates, lawyers, notaries, engineers and university professors increased two to threefold.

According to the organizers of a women's conference held in Scogliola last month, only 400 of Italy's 5,500 women are in the public sector, where only 3 per cent - of executives are women.

Women, who constitute 52 per cent of Italy's population, today represent only 35 per cent of Italy's total workforce and 33 per cent of the total number of Italians with jobs.

Some of the changes are immediately visible. Over the last year in Rome, for example, women have appeared on the scene for the first time as state police, mounted police, railway workers and street cleaners.

like. In the South, at 25 they are still looking. In fact in the Mezzogiorno, where the overall unemployment rate was 19.9 per cent, the rate for women lagged behind.

A recent study by the prestige Bocconi economics and financial university in Milan shows that women are generally promoted three to five years later than their male counterparts, that they receive between 20 and 25 per cent less in pay, and get fewer fringe benefits.

Official statistics also show that women have also made significant strides in self-employment. According to figures compiled in 1986 by the National Commission for Equality, women in 1986 constituted 14 per cent of

But the biggest shifts, those in attitude, are harder to perceive, says Maria Chiara Bisogni, an official of the giant left-wing Cgil trade union and one of the women involved in organizing the March 26 demonstration.

Ms Bisogni says that her office to the Cgil also wants collective agreements revised to include quotas for hiring that reflect local employment situations.

Ms Bisogni said she and her colleagues are trying to apply it now - inside their own ranks. "Since only eight per cent of the positions in the Cgil's national secretariat are occupied by women, it's clear our own men are the first not to practice what they preach," she says.

Energy Growing threat of black-out

DARK PROSPECTS loom on Italy's energy horizon. Some Italians are now asking how soon electricity power cuts will again start to affect the patterns of their everyday lives.

Italy's energy demand table with columns for 1980, 1987, 1988, 2000 and rows for Total energy demand, Oil demand, and Electricity demand.

They remember that only ten years ago the state electricity corporation, Enel, was forced to introduce a scheme of planned cuts in supplies. Most households and offices lost electricity for about two hours each week at peak times.

power stations (Ceseno and Trino Vercellese), and completion of the station currently under construction at Montalto di Castro, is an essential part of diversification and indispensable for meeting demand.

But for how much longer will this state of grace continue? Enel's calculations suggest that lights could start to go out around the middle of the next decade.

Construction of a second station at Trino Vercellese was suspended indefinitely and a decision taken to shut the 50 MW Magnox station at Latina, operational since 1985.

Enel's model, which assumes both annual GDP growth of 2.5 per cent and energy savings, forecasts electricity demand of 315 TWh in the year 2000. On these projections, Enel considers that it will need 55,500 megawatts (MW) of capacity by the year 2000 and 56,800 MW to service by 1995.

Further south, in the Tuscan part of Fiumicino, conversion to the French frontier, the building of port works for coal handling at Vado Ligure is an obstacle to expansion.

Enel's five-year programme contains an appendix which illustrates the complexity of siting procedures. However, Mr Santini is hopeful that a new procedure of evaluating environmental impact, calcolazione impatto ambientale, will resolve the problem.

One of the three working parties engaged on drafting a new national energy plan (PEN) has had the task of examining the relationship between energy development and environmental protection and health safeguards.

Electricity will probably be the central issue, given the problems in siting and its growing importance in satisfying national energy demand.

Enel's plans also contain a national resources programme. Last year 23.1 TWh, 11 per cent of total electricity demand, were imported. If the corporation's construction programme is completed, then no imports will be needed in the year 2000.

Enel already has a rationing policy by being the only European country to operate progressive tariffs. But rationing by power cuts is a growing threat. "Black-outs are a real possibility if power stations are not built," Mr Santini says.

David Lane



THE STRUCTURE OF THE GROUP

Ente Nazionale Idrocarburi is a public-sector holding company with controlling interest in 12 sector-head companies that operate in different business areas: energy, chemicals, engineering, services and heavy machine manufacturing, textile machinery and mining and metallurgy.

of all the companies controlled by ENI and the regulations that govern them are the same as those envisaged for joint-stock companies.

control of business and financial management, personnel policy and external relations. The operating companies maintain their own identity and operate independently.

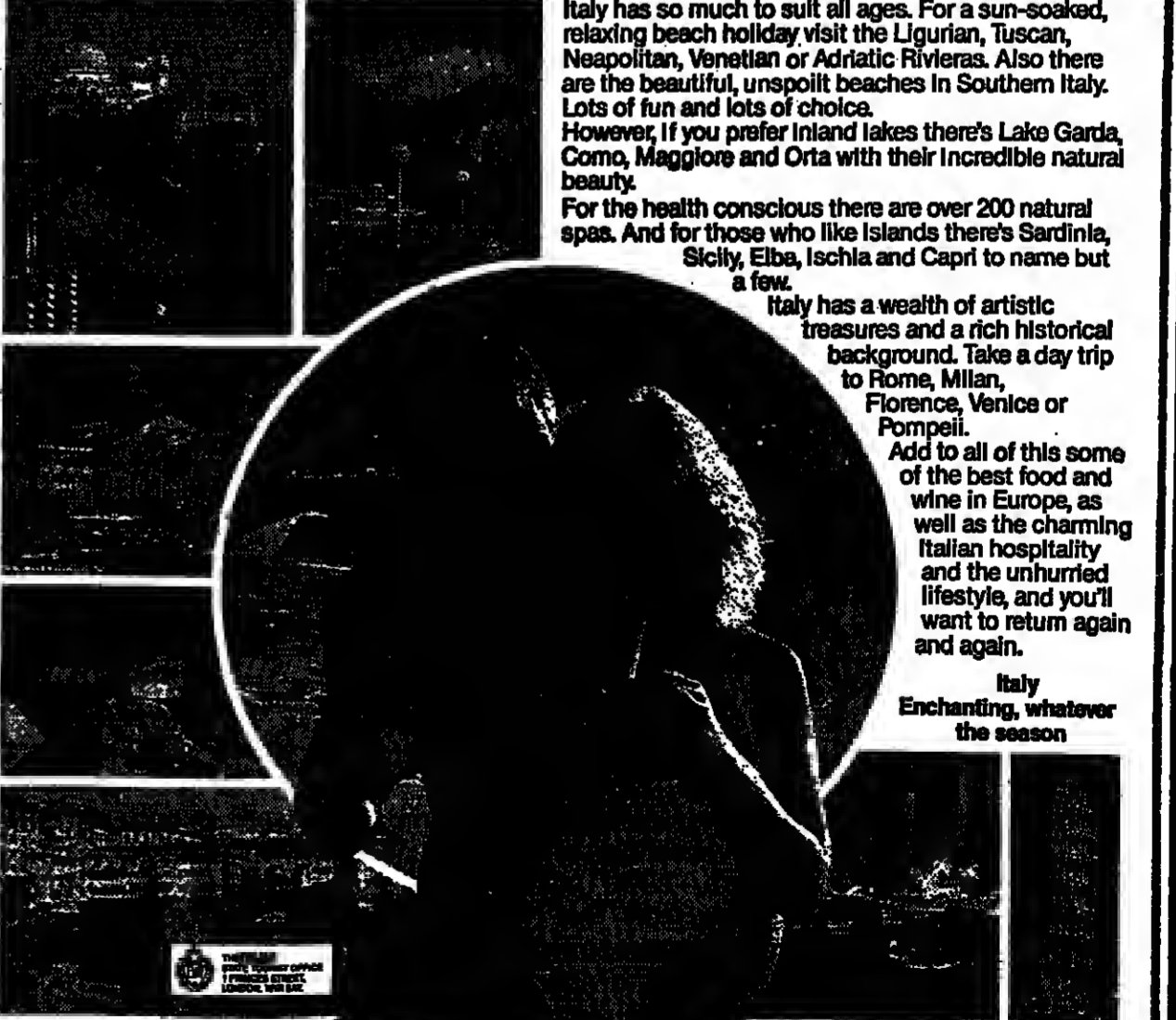
- Oil and natural gas exploration and production... Refining and distribution of petroleum products... Supply, transmission, distribution and sale of natural gas...

- Production, processing and trading of non-ferrous metals... Basic petrochemicals, plastics, synthetic fibers... Land and offshore drilling...

- Design and construction of machines, equipment and instruments... Production and supply of textile industry machines... Financing industrial and commercial activities...



ITALY Sun and sights - the best of both worlds



Italy has so much to suit all ages. For a sun-soaked, relaxing beach holiday visit the Ligurian, Tuscan, Neapolitan, Venetian or Adriatic Rivas. Also there are the beautiful, unspoilt beaches in Southern Italy.

ITALY 12

Puglia: chasing hard to achieve further development

Influx into productive region



Round-roofed village buildings, unique to the province

IN THE Bari headquarters of the biggest bank in Puglia, the extreme south-eastern region of Italy, 20 economists were discussing progress of the local economy.

In the course of an hour the lights at the Cassa di Risparmio di Puglia flared four times, an ironic reminder that the region, while strong on initiative, is short on infrastructure.

In the pecking order of the under-developed Mezzogiorno, however, Puglia is the second most industrialised region after Campania. Gross Domestic Product in Puglia exceeded L46,600bn (€20.7bn) last year, showing 6.4 per cent nominal growth compared with 10.2 per cent nationally. The most recent comparative figures, for 1984, show per capita income in Puglia as L57.5m against L40.7m in Italy as a whole.

The region's population now exceeds 4m, with the rise explained partly by an influx of people looking for work.

Although distant from the European market, with international flights from the regional capital Bari only to Yugoslavia, Puglia is outward-looking, with 700km of coast and is blessed with natural advantages.

Geographically, the region comprises 63 per cent plain, more than twice the national average, and a post-war irrigation programme led to Puglia becoming Italy's biggest producer of olives, grapes and citrus fruits. Vegetables, tobacco, flowers and increasingly kiwi fruit are abundant, as are cereals inland.

"Puglia's plain has meant a lot of mobility, more dynamism and greater access to markets," says

Mr Mario Dillo, editor of the Cassa di Risparmio's review, Delta. He adds that Puglia has been fortunate in having no home-grown organised crime: no Mafia, Camorra or 'Ndrangheta.

But the Pugliesi say their regional development is like the skin of a leopard - in spots. Nor is there a uniform economic pattern in the five provinces.

Bari and Taranto are dominated respectively by petrochemicals and steel, both shrinking; Bari, and to a lesser extent Lecce and Foggia, have a mix of commerce, agriculture, and small to medium industry. The largest company in Bari, for instance, is

the industrial vehicles group Calcebre with 2,000 workers and a L192bn turnover.

In the region as a whole, a quarter of the workforce is in industry, compared with 28 per cent in the centre-north. Agricultural employment has fallen sharply to the present 23 per cent but dwarfs the centre-north's 1.6 per cent.

Bari itself, with its mercantile tradition, acts as a spur to Puglia. The city has Tecnopolis science park and is home to the Fiera del Levante, founded under Mussolini because it suited his expansionist ambitions and now

attracts 2m people and is not intended merely as a shop window. "Fiat does not only show its latest car but explains what it is doing for the Mezzogiorno," says press officer Mr Pasquale Santalino.

The Fiera attempts to boost marketing under brand names of Pugliese businesses. A lack of effective marketing afflicts all sectors and, too often, values on Pugliese products is added outside the region. Nationally-known Pugliese wines, such as Locoro-

tondo for example, are rare, and much is used for blending with thinner northern wines.

Caldirelli, the body representing small farmers, says there is a shortage too of technical assistance in what to cultivate to suit the mass market. The region's farms, averaging 4.7 hectares, are considerably smaller than the average for Italy and its farmers have an almost sacred relationship with the land which is not receptive to research into, say, uniform produce.

The under-developed food industry is ripe for growth - as is tourism - but Puglia has a poor record for investment.

"Businesses do not like risk," says Mr Dillo. He points out that the three IRI-controlled banks provide loans in Puglia totalling only 68 per cent of deposits there while they lend more in Lombardy than they collect locally.

"The difference is made up by money drawn from less well-off regions; the weakest help the strongest."

Investment from outside the region has had a chequered history. Fivestore in Bari is a rare example of a foreign venture.

National policy has shifted from state ownership to investment incentives but privatisation by national groups has sometimes resulted in a plant being closed.

Mr Giuseppe Trulli, general secretary in Puglia of the Cgil union confederation, says: "Puglia has had all the negative aspects of industrialisation. In the type of industry we have, the brain is outside the region. When a crisis breaks out the limbs are cut off."

He looks for re-industrialisation in areas such as high technology and environmental concerns. "There is a gap in the quality of development that is detaching us from north Europe and putting us more in the Third World."

But the Pugliesi know that the projects such as those sought by Mr Trulli they cannot rely on creating public administration. Much depends on their capacity as self-starters.

As the region's largest daily, La Gazzetta del Mezzogiorno, said in a special supplement on the economy: "We are making progress... even if we're doing it on our own."

John Stankus

Taranto
City caught in steel crisis

WHEN the Italian Government bestowed Baisider steelworks on Taranto in the 1960s the intention was to jump-start the local economy into life and spawn an independent industrial manufacturing sector.

This did not happen and now Puglia's second largest city, with an unemployment rate of 16 per cent, is caught up in the country's steel crisis.

Last month a general strike in Taranto, a major naval base on the Ionian sea, was held in protest at the proposed loss of 5,000 Baisider's 20,000 jobs as part of restructuring by the parent group, Finisider.

Sixty per cent of Taranto's workforce, totalling 42,000 jobs, is in manufacturing industry. "Of these, 30 per cent depend wholly or partly on Baisider," says Mr Nicola De Benedicis, general secretary of the local Chamber of Commerce. "If Baisider has a crisis the whole system goes into crisis."

What particularly disturbs him is that Taranto is wholly unprepared to enter the post-industrial world.

"Puglia has 33 per cent less economic infrastructure than the rest of Italy - such as energy and advanced telecommunications - and 26 per cent less social infrastructure, namely research centres and efficient public administration. Taranto lacks both kinds of infrastructure."

It has no airport, port traffic is heavily dependent on Baisider, and unlike Bari no university to inspire an entrepreneurial spirit.

This lack, says Mr De Benedicis, explains why only 30 per cent of Taranto's companies is in services compared with 60 per cent in Milan. Indeed, of Taranto's 20,700 businesses only 2,405 are in advanced services. The great majority finds refuge in small commercial operations.

How does Taranto extract itself from this predicament? Agencies such as SIF, the telecommunications body, will not set up projects if there is no demand so Mr De Benedicis believes the impetus must come from state assistance.

There is ample provision for this. Law 66, passed in 1986, foresees the spending of L21,000bn (€9.5bn) in the Mezzogiorno up to 1995 and is aimed precisely at closing the advanced services gap with the North.

But it is here that the dead hand of Italian bureaucracy makes its burden felt, with central and regional administrators unclear as to their roles. "Law 66 is not being used well," says Mr De Benedicis. "The funds exist but there are few projects."

As a result, Taranto - Italy's 16th biggest city - slipped from 62nd place in per capita income in 1980 to 69th in 1985. The sombre prospect is further descent.

J.S.

Many groups are working to restore Italy's historic monuments

Big effort to save the past

TWO EVENTS in the last few years have done most to turn the tide in efforts to restore Italy's historic buildings, monuments and paintings.

One was the passing of a Law (No. 512) in 1982, which allowed substantial tax concessions to those sponsoring restoration work or major exhibitions.

The second was a cry of alarm raised by Mr Antonio La Regina, head of the archaeological section of the Cultural Heritage Ministry, about the rate at which Rome's stone and marble monuments are deteriorating under the combined attack of car exhausts and oil-fired central heating.

This led to the passing of a special Law to protect Rome's open-air sculpture and monuments, providing for L130bn to be spent over five years, with a further L20bn added last year.

This is not immediately cheery to the estimated 45m "art" tourists who visit Italy each year because major works of antiquity have been encircled by scaffolding and covered by green mosquito nets, under which restorers

have been working for the past six years.

Mr La Regina says that the trickiest problem is the maintenance and future protection of the buildings and statues that have been cleaned and restored. If the damaging smog is not to be allowed to left on monuments (with the long-term effect that marble and stone crumbles into chalk) yearly washing will be necessary.

Now that the painstaking restoration work has been completed, this can be done in the future by mobile cranes without the need for scaffolding. Politicians have at last realised that money spent on the conservation of Italy's cultural heritage brings a sure return - about L2,000bn a year in cultural tourism.

Rome city council has taken Mr La Regina's demand for the reduction of pollution seriously

enough to ban private cars experimentally for certain hours of the day from the city's historic centre, while Florence has placed a total ban on unauthorised traffic.

Mr Giuseppe Basile at the Central Institute for Restoration in Rome says cynically that in Italy a natural disaster is needed to get any major work of restoration under way. The year 1986 was the year of the Florence floods and of the acqua alta in Venice, and saw the birth of the Unesco-sponsored Venice in Peril fund, which is still financing major restoration.

Naples in the South has received an immediate first instalment of L50m for the restoration of damaged historic buildings and works of art after the 1980 earthquake.

Mr Basile's measured optimism about Naples is due partly to the birth of an inspired private initiative by Napoli 99, a group of

well-to-do Neapolitan women philanthropists led by Mirella Barocco.

In the four years of its life, the foundation has held three international conferences and has found sponsors for major restoration works in Naples, such as that of the Arco di Trionfo (built to the middle of the 18th century by Guillermo Segura for Alfonso of Aragon's entry into Naples), the cloisters of Santa Chiara, and the frescoes by Domenico in the Cappella del Tesoro di San Gennaro.

The advantage of enlightened and sensitive promoters of restoration such as Napoli 99, Mr Basile says, is that they work in close cooperation with the local state officials responsible for the city's archaeological and architectural heritage.

Any desire for rapid results in restoration may be disastrous, Mr

Basile believes. A case in point is the ruinous restoration of Leonardo's The Last Supper in the refectory at Santa Maria della Grazie in Milan, which is being repaired at Olivetti's expense.

The origins of this lay in a disagreement between the Sovrintendente per i Monumenti and the Sovrintendente per i Beni Storiche e artistiche, as to whose jurisdiction the wall painting lay under.

Work began without first checking the atmospheric conditions, with the result that in February last year, having reached about half-way across the painting, restoration work had to be halted, and the Minister for the cultural heritage issued a decree closing the painting to the public while careful controls were made.

The work is now visible again but is in a pitiful state: a restorer in the 18th Century had painted in what was missing of Leonar-

do's work, and this having been removed a large part of the cleaned painting has flaked off the wall.

A similar fate is being forecast by architects and art historians for Brunelleschi's miraculous cupola for Santa Maria del Fiore in Florence.

In 1979, when work began to check the condition of the cupola, it was decided to fill with cement the 46 holes which Brunelleschi had conveniently left, so as to support the 16 floors of scaffolding inside the cupola necessary for restoration of the frescoes by Vasari and Zuccari inside.

Critics insist that not only could the filling in of the holes provoke serious damage, but that since the rate at which cement expands is 30 times greater than that of brick, that the cupola might even explode.

The most publicised work of restoration going on in Italy at the moment is undoubtedly that of Michelangelo's frescoes on the Sistine Chapel's ceiling, sponsored by Nippon TV.

Infinita credit goes to the leader of the small group of Val-

can restorers, Prof. Gianluigi Colalucci, who has kept his cool while furious controversy raged around him, centring round the belief that, although the ceiling is painted in true fresco, Michelangelo had altered it with extensive glazing and secco painting after the intonaco had dried, which the restorers have now removed.

The protests came mainly from a group of Italian artists outraged at the transformation of a greyish-purple surface, on which figures could be picked out with difficulty, into a glorious and astonishing explosion of saffron yellow, brilliant oranges and lime greens, as well as the startling emergence of the fictitious architecture.

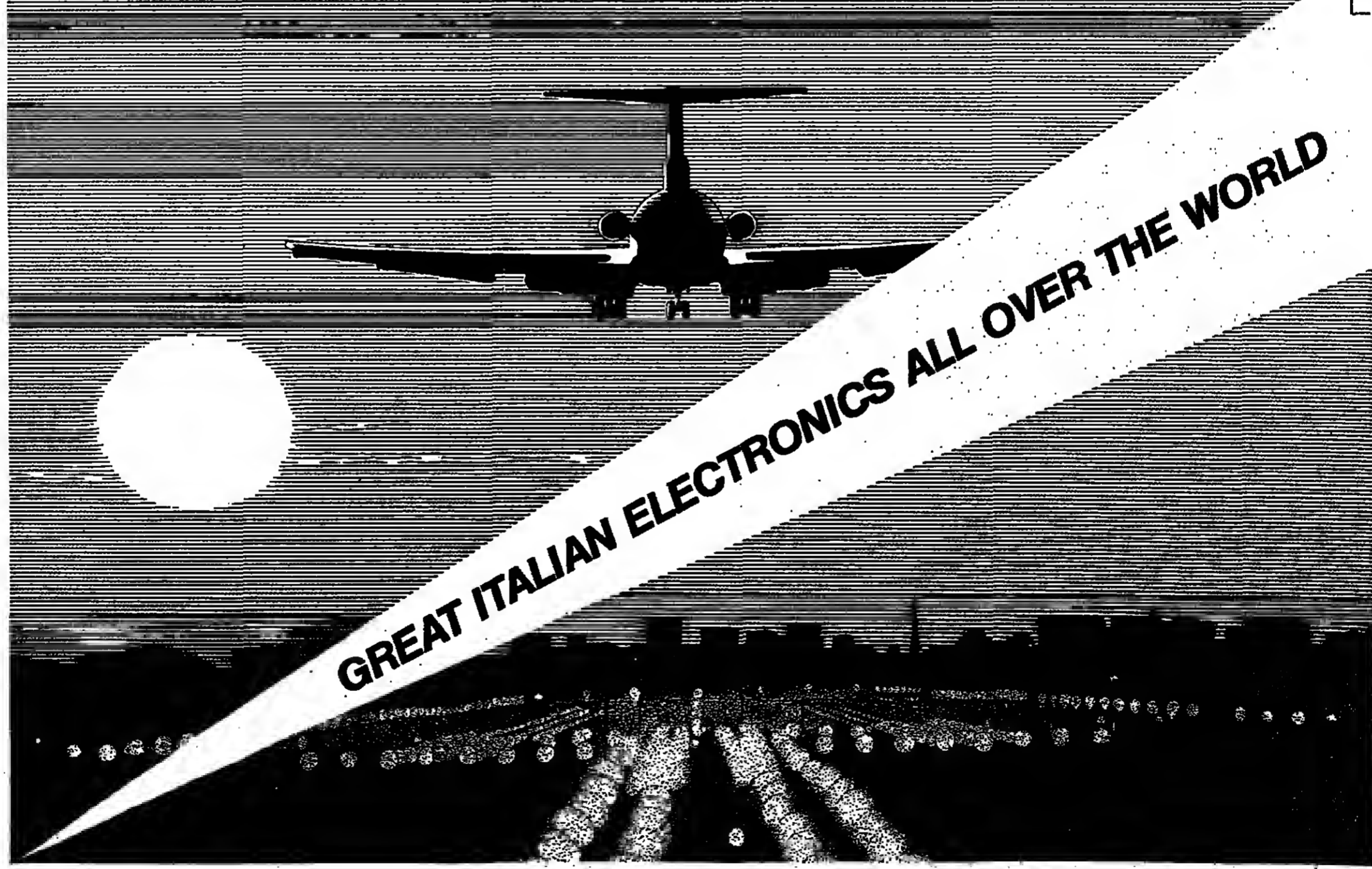
Prof. Colalucci was hurt by the

comment of the art historian, James Beck, from Columbia University: "It's a disaster" - which he has rebutted, proving that Michelangelo used no glazing.

The restorers have now arrived at the centre of the ceiling, decorated with the Creation of Man. From close to, the outline of Michelangelo's cartoons can clearly be seen, and the fitness and clarity of the colours admired.

But while the insects flew over the Sistine Chapel restoration, work was quietly going on to restore the Raphael stanzas a few metres away - surely works hardly less loved and admired than those of Michelangelo - and nobody said a word.

Jennifer Grego



THANKS TO AN ITALIAN COMPANY YOU CAN MAKE SAFE LANDINGS IN MANY PLACES: 37 COUNTRIES WORLDWIDE. FOR EXAMPLE.



A group of high-tech companies with 13,000 highly qualified employees, sales of 1,100 million dollars, 1,000 million dollars allocated to research over the next five years. That's RSE, Raggruppamento Selenia Elsag (IRI-STET), Italy's leading group in big electronic systems for civil and military applications.

The RSE leading company is Selenia whose air

traffic control, defence, avionics, electro-optical and informatics systems compete very successfully on world markets. A worldwide prestige that is confirmed by the fact that take-off landing are courtesy of Selenia in 37 countries from Mexico to Hong Kong, from Norway to New Zealand.

Every day Selenia makes Italian electronics great all over the world.

